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THE PROMOTION OF ENTERPRISE VALUE THROUGH CONTINUOUS M & A BASED ON RESOURCE-BASED THEORY: A CASE STUDY ON CONTINUOUS MERGER AND ACQUISITION OF TSINGTAO BEER

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Abstract: At present, China's beer industry accounts for 80% of the total industry with five Giants: Tsingtao, Xuehua, Yanjing, Budweiser and Carlsberg. Tsingtao Beer is a typical case of continuous M&A. Whether high-frequency M&A can create value for enterprises is worthy of in-depth study. Based on the resource-based theory, this paper analyzes Tsingtao Beer's continuous mergers, and provides one more document for China's research on the topic of "whether continuous mergers and acquisitions create value". For Chinese enterprises, facing up to this issue can make enterprises more rational and avoid blind expansion or lack of value creation. First of all, introduce the relevant theories, combined with the M & A process of Tsingtao beer in 1993-2018, and analyze by stages. From the perspective of resource integration and absorption, this paper analyzes the effect of M &A. Focus on antecedents, processes, and consequences. From the perspective of strategy, brand, organization and resource integration, this paper constructs a value creation framework with resource as the core, analyzes the path of resource and capacity integration, and finally evaluates the effect and summarizes the experience and enlightenment. The results show that: (1) under the view of resource base, the competition between enterprises is a competition between resources and capabilities, and the ability to utilize resources is reflected in the competitive strength of enterprises. (2) Resources can be divided into reputation, organization and material resources, whose value is reflected in the efficiency and profitability of enterprises. Form a virtuous circle of M&A integration M&A. (3) Integration after M&A is the key. Continuous M&A is only a means. Only by focusing on integration can value be created.

Keywords: Value Creation, Continuous M & A, M&A Integration.

Introduction

The continuous advancement of reform and opening up has accelerated China's economic development. The demand for China's beer market has exploded, and Chinese beer companies are growing like a big break. At the same time, foreign beer manufacturers have entered the Chinese market one after another. Many small domestic companies cannot resist the pressure and are on the verge of bankruptcy. In addition, the government has also formulated some measures to encourage brewers to merge and acquire. It is imperative for domestic beer companies to accelerate their expansion, mergers and acquisitions, and beer industry giants integrate scattered beer Liquor merchants were a rational choice for the integration and utilization of beer resources at that time. In this context, Tsingtao Beer took advantage of the opportunity of industry integration to start the expansion of mergers and acquisitions.

The M&A history of Tsingtao Beer is different from previous single-case M&A activities, but presents the characteristics of high frequency and continuity. Such highly representative continuous mergers and acquisitions show new trends in the current market environment. How can an enterprise effectively integrate its "internal resources" to enhance and maintain its competitiveness? Can continuous mergers and acquisitions create value? In this context, with the help of the successful and representative case of Tsingtao Beer's continuous mergers and acquisitions, the research is conducted to try to analyze the mechanism of value creation.

Research Problems

With the mergers and acquisitions of large enterprises nationwide, several beer companies such as Qingdao, Yanjing and China Resources have come to the fore, while Chongqing Beer and Huiquan Beer are slightly inferior in terms of business strategy, brand strategy and marketing methods, and their development is lagging behind. Mergers and acquisitions can enable companies to expand rapidly and achieve leapfrog growth. At present, most companies choose to strengthen themselves through mergers and acquisitions. However, the later integration of mergers and acquisitions will inevitably put forward requirements for the resources and capabilities of the company. Tsingtao Brewery has grown into a century-old company, and its strategic adjustments to review several trends have certain reference significance. Mergers and acquisitions are just a formal re-adjustment of corporate capital stock and organization. It does not mean that the merger is over when the merger is completed. Rather, it is the beginning of the difficult follow-up work. Whether the company can complete the integration after the completion of the merger is particularly important for the company to improve its operational capabilities and increase its profitability. The M&A history of Tsingtao Brewery is different from previous single-case M&A activities, but presents the characteristics of high frequency and continuity. Such highly representative continuous mergers and acquisitions show new trends in the current market environment.

The cases of multiple mergers and acquisitions within a period of time have become more and more common, but the current research on mergers and acquisitions is mainly concentrated on the study of single merger cases, and generally concentrated on the use of event research methods or accounting research methods to verify post-mergers Changes in performance brought to the company. There are still relatively few case studies on continuous mergers and acquisitions. How can an enterprise effectively integrate its "internal resources" to enhance and maintain its competitiveness? Can continuous mergers and acquisitions create value? In this context, with the help of the successful and representative case of Tsingtao Brewery's continuous mergers and acquisitions, the research is conducted to try to analyze the mechanism of value creation.

Research Significances

This research has important theoretical and practical significance. On the one hand, this article hopes to derive the value creation mechanism of Tsingtao Beer's continuous M&A through the study of the Tsingtao Beer case, so as to enrich the theory of corporate M&A value creation. In addition, based on the perspective of the resource-based view of strategic management theory, it studies the impact of the company's own resource utilization capabilities on the results of corporate mergers and acquisitions, and makes meaningful theoretical explorations. On the other hand, this article attempts to use resource-based theory to analyze the internal value creation mechanism of Tsingtao Beer's continuous mergers and acquisitions. Discuss how companies can achieve value enhancement through mergers and acquisitions and effective integration, hoping to provide a certain reference for the continuous mergers and acquisitions of Chinese companies in the future, so that more and more companies can create value through mergers and acquisitions.

Research Objectives

In today's business environment, it is not enough for companies to obtain a competitive advantage by relying solely on their own accumulation. More and more companies realize that they can achieve expansion strategies through continuous mergers and acquisitions to gain and maintain a competitive advantage. The start of mergers and acquisitions by Chinese enterprises was later than that in Western countries. The history of mergers and acquisitions is relatively short, and the experience is not rich enough, and the experience of continuous mergers and acquisitions is even more inadequate. Tsingtao Brewery's growth into a well-known beer company at home and abroad is inseparable from the contribution of continuous mergers and acquisitions. It is a typical case of value enhancement through mergers and acquisitions. Its development model is of reference to enterprises in the industry.

Literature reviews

Mergers and acquisitions have two meanings. The first refers to mergers, where property rights are transferred between enterprises through transactions. The merged company loses its legal personality, and the merged company is the surviving entity. Under the circumstances of this period, it is usually the acquisition behavior of dominant companies. The company is relatively strong and dominates the acquisition. Therefore, mergers can also be called mergers by absorption. The other is acquisition. Acquisition is essentially a buying behavior. Acquisitions are carried out on the basis of negotiations between the two companies, and follow the principles of equality, voluntariness, and equal compensation. Both companies have their own scope and objectives. The acquisition of the company only obtains the control right of the acquired company and the legal person status of the acquired company may not necessarily disappear. These mergers and acquisitions are to obtain the property rights of other legal persons in a certain economic way.

There is currently no clear definition of continuous mergers and acquisitions. It can be multiple mergers and acquisitions within one year or multiple mergers and acquisitions within a few consecutive years. Domestic scholars usually refer to multiple mergers and acquisitions in a company within a period of time as “sequential mergers and acquisitions”, while foreign scholars usually describe them as “frequent acquisitions” and “serial acquisitions”. In previous studies at home and abroad, scholars have relatively loose requirements for the number of mergers and acquisitions, and do not make strict distinctions.

Resource-Based Theory

The reason why Wernerfelt (1984) calls the resource-based view "resource-based" is because he views competition from the perspective of the resources owned by the enterprise. Take resources as the starting point to study the competitive advantage theory of enterprises. He believes that resources are the eternal assets connected with enterprises, and the competition between enterprises is actually the competition of resources owned by enterprises. The basic idea of resource-based theory is to treat the enterprise as a collection of resources. The heterogeneity of resources determines whether resources can be effectively used and transformed into the unique capabilities of the enterprise itself. These unique resources and capabilities that cannot flow and are difficult to replicate are the source of enterprises to maintain their competitive advantage. Enterprises focus their goals on the characteristics of resources and the market of strategic elements. The differences between resources determine whether enterprises can obtain sustainable competitive advantages.

Core Competence Theory

American scholars C.K. Prahalad & G. Hamel are the proponents of "Corporate Core Competence", which set off a boom after it first appeared at the end of the 20th century. What is commonly recognized in many discussions is that core competence is the source of a company's competitive advantage. The characteristics of core competence supplement the dynamic, extensibility and comprehensiveness on the basis of the resource-based view. This theory explains the large profit gap between the same industry, and the industry with huge market attractiveness will also be poorly managed. Shift the focus of the company's attention to internal resources and capabilities. An enterprise is essentially a collection of various capabilities. Those abilities that can help an enterprise obtain a competitive advantage position constitute the core competitiveness of the enterprise. It takes a long time to build core competence. Not all competences can become core competences. Core competences are manifested in some specific nodes. They can be used in new development areas to form barriers to entry. Advantages play a decisive role.

The Status of Domestic Research

(1) Research on whether mergers and acquisitions create value

The research of domestic M&A cases started relatively late, slightly lagging behind that of Western scholars. Because the merger and acquisition activities of Chinese enterprises started late. But corresponding results have also been achieved. Chinese scholars mostly use event research method or accounting research method to study the performance after mergers and acquisitions. Li Shanmin (2002) studied and analyzed more than 300 cases of mergers and acquisitions in my country's Shanghai and Shenzhen stock markets, and finally concluded that mergers and acquisitions can increase the wealth of the acquired company, but have little effect on the acquired company.

Wang Jiancheng and Liu Xiaolong (2008) analyzed the process of continuous mergers and acquisitions to enhance corporate capabilities. CIMC acquired technological construction capabilities through continuous mergers and acquisitions, which accelerated the process of internationalization. Internal integration through injected resources has brought significant synergies to enterprises.

(2) Research on continuous mergers and acquisitions

Although the number and time interval of M&A transactions in China are also used as the measurement standard for continuous M&A, there is a certain gap between Chinese companies and mature capital markets in terms of transaction scale and transaction frequency. When Wu Chaopeng (2008) studied consecutive mergers and acquisitions cases, he used companies with more than two mergers and acquisitions in nine years as the research sample. Zhou Aixiang (2008) identified the measurement standard as a company that has had mergers and acquisitions for 3 to 5 consecutive years.

Based on the above theories, this article sorts out Tsingtao Beer's M&A history from 1993 to 2018, based on the resource base the theoretical perspective analyzes and evaluates its M&A activities.

Methodology

This paper uses qualitative research on a small, carefully selected sample of individuals, which does not require statistical significance, but which, with the researcher's experience, sensitivity and relevant techniques, can provide effective insight into the behaviour and motivations of the subjects and the impact they may have. The researcher uses historical review, documentary analysis, interviews, observations, participatory experiences, etc. to obtain information in natural contexts and analyses it by non-quantitative means to draw conclusions from the research. Qualitative research places more emphasis on meaning, experience (usually verbal descriptions), descriptions, etc.

Results

1. Tsingtao Beer Case Description

(1) Blind M & A Stage (1994-1996)

Due to the macro-environmental factors at the time and the current situation of Tsingtao Beer expanding its scale and seeking high profitability, Tsingtao Beer began its initial attempts at mergers and acquisitions in the early 1990s, but there was no clear merger strategy at this stage. In 1994, Tsingtao Beer cross-regionally acquired Yangzhou Beer. In 1995, it signed a joint venture contract with Xi'an Hans Beer Beverage Factory to establish Tsingtao Beer Xi’an Co., Ltd.

At the beginning of the company's mergers and acquisitions, it was only to solve the problem of small scale. After the acquisition of the Yangzhou Beer, the technology of its beer was retained, "changing the bottle without changing the body", but replaced the original brand label with the Tsingtao Beer trademark. When consumers buy the same brand of beer, the difference in taste makes it It is regarded as a fake and inferior product, which has seriously damaged the sales of the product, and the brand image of Tsingtao Beer has also been damaged to a certain extent. After the acquisition of Hans Beer, Tsingtao Beer Xi’an Co., Ltd. still uses its own brand and operates independently as a subsidiary of Tsingtao Beer. Tsingtao Beer did not provide Hans Beer with its own process and technology. Judging from the results of these two mergers and acquisitions, the two breweries have shown a loss after the merger, and the Xi'an Beer even lost more than 20 million a year.

(2) Period of Frequent Mergers and Acquisitions (1997-2001)

In 1997, the company began to organize mergers and acquisitions ideas and had a clear merger strategy: "low-cost expansion" and "bigger and stronger" strategies. At the same time, the company has also entered a typical "continuous mergers and acquisitions" stage, with more frequent mergers and acquisitions. At this stage, the company needs to have a keen insight and determination to take risks for industry development opportunities. By learning the lessons of the previous stage, a strategy of "brand-driven mergers and acquisitions" was formed, and the strategy of brand cultivation was used to drive M&A activities at this stage. Since frequent mergers and acquisitions have brought high integration difficulty and integration cost pressures to enterprises, after mergers and acquisitions, enterprises adopt gradual restructuring strategies, and through the reconstruction of the internal organizational structure of the enterprise, these measures enable effective utilization and integration of resources. So as to create value and lay the foundation for subsequent mergers and acquisitions.

Entrepreneurship: Open entrepreneurship. After the Asian financial crisis broke out, foreign beer companies withdrew from the Chinese market one after another, and some small domestic companies could not resist the pressure and fell into a business crisis. In this context, Tsingtao Beer did not hold back and wait and see but seized the opportunity to conduct frequent mergers and acquisitions. On the one hand, it is because Tsingtao Beer has a large amount of funds after listing, and at this time it has a strong ability to pay for mergers and acquisitions. On the other hand, in order to increase market share and optimize product structure to achieve long-term development, the company continues to try mergers and acquisitions with sufficient funds, which reflects its open entrepreneurial spirit.

The M&A strategy at this stage is very clear, that is, to achieve the goal of rapid expansion with minimal investment. Most of the targets of mergers and acquisitions are local small enterprises or bankrupt companies, and the government has also given more preferential policies. Therefore, they enjoy conditions such as debt-free interest-free accounting, which greatly reduces the cost of mergers and acquisitions and effectively relieves financial pressure. While increasing production, it also increased the market share of Tsingtao Beer, and quickly entered the beer market in various places in a fast and effective manner. As of the end of 2001, Tsingtao Beer had acquired 44 beer production companies, half of which were concentrated in Shandong, forming a layout with Shandong as its base and facing the whole country, basically completing its strategic layout in the domestic market.

(3) Integration Stage (2002-2007)

Tsingtao Beer has entered a continuous period of mergers and acquisitions integration since 2002, adopting a centralized reorganization strategy and focusing on improving its own operating capabilities and resource integration capabilities. The company clarified the brand positioning and brand development strategy, adopted the cultivation path of brand assimilation, formed a "main + deputy" complementary and differentiated brand strategy, and strived to build a brand pattern in which Tsingtao brand gains profits and second-tier brands occupy the market. The organizational structure is also continuously optimized. In order to achieve the strategic transformation of the company's organizational structure, the operations and resources accumulated in the previous stage provide conditions for deeper integration, which helps the company create value.

Entrepreneurship: steady spirit. In 2001, Tsingtao Beer's strategic policy changed from "bigger and stronger" to "stronger and bigger", and changed from external production to internal production. Between 2002 and 2003, Tsingtao Beer acquired Xiamen Yincheng Co., Ltd. and Hunan Huashi Beer.

(4) Phase of Wheel Drive M & A (2008-2018)

After 6 years of continuous integration, Tsingtao Beer's operating capabilities have been greatly improved. Both market development capabilities and production and operation capabilities are a powerful driving force for the rapid development of Tsingtao Beer. The company uses the advantages of brand, technology and management to open up markets in various places, enters a new stage of coexistence of expansion and integration, and is now deeply integrated into the system. The company will do its best to build its core competitiveness around key elements such as brand, quality and channels.

Entrepreneurship: composure and calmness. The company proposes a "two-wheel drive" strategy, which requires both profit and scale dual goals the growth target demonstrates the determination of Tsingtao Beer managers to be an integrator in the beer industry.

From 1993 to 2018, Tsingtao Beer had 58 mergers and acquisitions. This chapter analyzes the value creation process of Tsingtao Beer’s continuous mergers and acquisitions. After a brief understanding of the company’s background and the motivations of mergers and acquisitions, it uses strategic resource base and physical resource base as the starting point to analyze Tsingtao from the four perspectives of entrepreneurship, brand, organization and resource reorganization. The stage characteristics of beer continuous mergers and acquisitions divide the whole process into four stages. Through the mutual influence and promotion of resources and capabilities, the development strategy is adjusted step by step, and the operation ability and profitability are improved after integration. The results show that continuous mergers and acquisitions have a positive effect on the company. The value enhancement effect, the company's scale, brand and profitability are all showing a positive trend.

2. Tsingtao Beer Continuously Mergers and Acquisitions to Enhance Enterprise Value

(1) Path Analysis of The Integration of Resources and Capabilities

Under the resource-based theory, the companies on both sides of the merger can share their own resources and capabilities to achieve value enhancement. The absorbed resources must be valuable and can be effectively used in order to bring core competitiveness to the enterprise. The process of integration is the process of capability evolution. It can realize brand value or improve management capabilities through the brand, organization, and entrepreneurship in the strategic resource base, or enrich it through tangible or intangible assets in the physical resource base. Product line, increase market share, etc.

(2) Analysis of Resource Integration Value Enhancement

Resource is a historical concept. Academia usually thinks that resource refers to all materials, information, knowledge, and skills. It includes resources that have been used and potential resources that may be used in the future. Compared with general resources, corporate strategic resources should be of greater significance to the realization of the sustainable development of the enterprise and the acquisition of sustainable competitive advantages. Based on the above understanding of resources, this section focuses on the analysis of reputation resources, organizational resources and material resources. Reputation resources refer to the brand influence that represents the general acceptance of a corporate brand. Organizational resources mainly include strategic planning and organizational structure, which represent the efficiency of the internal operation of the enterprise. For the existing resource base, it is necessary to give full play to its advantages. The material resources for the survival and development of the enterprise mainly include tangible technology, geographical location, and the plant and equipment owned by the enterprise. The existing resources are used to improve the innovation ability, so that the resources they have can function for as long as possible, and Constantly update resources to gain a sustainable competitive advantage.

This chapter takes the resource-based view as the theoretical basis. From the perspectives of strategic resources and physical resources, the integration of corporate resources is divided into reputation resources, organizational resources, and material resources. The integration process of Tsingtao Beer is analyzed in detail from these two aspects. Draw the path of integration of resources and capabilities of Tsingtao Beer's continuous mergers and acquisitions, and then analyze the financial performance of Tsingtao Beer after the integration, from brand value, management efficiency, market share, employee quality and other indicators, to the process and effect of Tsingtao Beer’s value enhancement Carried out analysis and evaluation.

Discussion

Focus on internal integration. Mergers and acquisitions can enhance a company's operating capabilities, thereby creating profitability and adding value. But mergers and acquisitions are just a means and not a result. The key lies in the post-merger integration stage. We must practice hard work and cultivate our own competitive advantages to bring long-term value. After experiencing the "indigestion" of the blind merger and acquisition stage, Tsingtao Beer has been improving its own operating capabilities and profitability, especially improving management capabilities to promote the improvement of integration capabilities. Tsingtao Beer's performance only showed a good momentum after going through the merger integration stage. The profitability declines in the first stage, and then with the integration of the target company and the improvement of operating efficiency, the profitability of the entire enterprise is on the rise, and the operating efficiency of the entire enterprise will exceed the operating efficiency before the merger. Tsingtao Beer can develop to its present status, and mergers and acquisitions play an important role. But the essence is to focus on the integration of internal or external resources to enhance their own capabilities. Otherwise, simply relying on mergers and acquisitions as a means cannot fundamentally enhance the value of the company. Therefore, integration after mergers and acquisitions is undoubtedly a key link in value creation.

Conclusions

Tsingtao Beer has developed from a local enterprise to a leading company in the industry, and its growth history is also a history of mergers and acquisitions. Resource-based theory

The theory is the entry point to analyze the improvement path of resources and capabilities after mergers and acquisitions, and study the mechanism of continuous mergers and acquisitions to create value. The main conclusions of the full text are as follows:

(1) The competition between companies under the resource-based theory is a competition between resources and capabilities. The company is not affected by external factors.

The passive receiver used is a forward-looking shaper of the external environment. Resources include strategic resources and physical resources. Capability mainly refers to the organization's ability to efficiently use resources. The resource itself does not distinguish the competitive strength of a company, but mainly depends on their means and ability to utilize resources. With the growth of an enterprise, whether it is developing new resources and capabilities by itself or acquiring the required resources through mergers and acquisitions, resources and capabilities are a manifestation of a company's competitive strength.

(2) Continuous mergers and acquisitions have a positive incentive effect on enterprises. To a certain extent, mergers and acquisitions can improve the business efficiency.

Whether the resources owned by a company can increase the value of continuous mergers and acquisitions depends on whether the operating efficiency of the company is improved after the merger is completed, and whether the resources can be effectively used. The integration process of corporate resources and capabilities focuses on reputation resources, organizational resources and material resources. Their mutual play has a guiding role in corporate mergers and acquisitions. Adopting the "continuous M&A model", through the sharing of resources and capabilities between the M&A company and the target company, a resource synergy effect and capability synergy effect are formed, which enables a leap-forward growth in corporate profitability and provides support for the next M&A. This is the case with continuous mergers and acquisitions. Through step-by-step growth, companies can gain economies of scale and market power. Through repeated cycles, companies can create value and maintain long-term competitive advantages.

(3) Continuous mergers and acquisitions are an effective means for companies to obtain sustainable competitive advantages. However, mergers and acquisitions cannot obtain all capabilities and must be.

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THE STRATEGIC DEVELOPMENT OF BLOOMAGE BIOTECH CO., LTD

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Abstract: In recent years, people have been attaching greater importance to their appearance. Therefore, medical beauty industry has become an indispensable part of the national economy. BLOOMAGE BIOTECH Co., Ltd (hereinafter referred to as BLOOMAGE BIOTECH), the largest hyaluronic acid production base in the entire world, is a promising corporation in the medical beauty industry. This paper analyzes the characteristics of BLOOMAGE BIOTECH as a Biotechnology corporation. And through analyzing the advantages and disadvantages in the horizontal competition, the marketing strategies and industrial chain expansion of BLOOMAGE BIOTECH, this paper interprets the reasons for its success and problems faced by it in recent years and puts forward development suggestions for the corporation.

Keywords: Bloomage Biotech, Medical Beauty Industry, Strategic Layout, Marketing Strategies.

Introduction

Founded in 1998, BLOOMAGE BIOTECH Co., Ltd is mainly engaged in the production, R&D and sales of medical grade hyaluronic acid and has developed into the world's largest hyaluronic acid production base in recent years. With the advancement of medical technology in modern society, people's requirements for high-quality life have become higher and higher. As a sunrise industry, medical beauty industry has a very promising market prospect. Since 2010, the market growth of medical beauty industry has become very fast. And its market "bonus period" has provided a sound development environment for related enterprises. During this period, BLOOMAGE BIOTECH seized the good policy support of our nation and was successfully listed into the STAR Market in 2019, providing sufficient funds for the scientific research and innovation of the corporation.

Nowadays, with the increasingly fierce competition, BLOOMAGE BIOTECH should seize the opportunity, make full use of its own advantages and avoid market risks. And in order to remain competitive in the market, the company must have a rational business plan, marketing strategy and development direction of industrial chain.

Research Problems

BLOOMAGE BIOTECH is a technology-intensive corporation. This type of corporation has the characteristics of high technical content, long research period, large capital investment in the early stage, high failure rate and high profit margin. However, because of these characteristics, BLOOMAGE BIOTECH has been facing many challenges in recent years. Therefore, how to make full use of its monopoly advantages in raw material market and technology R&D, remain competitive among its opponents IMEiK and Haohai Biological Technology Co., Ltd, and strive to develop the business-end and consumer-end market at the same time have become particularly important. While determining the existing main business, the company shall establish brand value through product research and development, marketing and after-sales service, adjust the proportion of various costs and expenses, and determine the future direction.

Objective of the Study

BLOOMAGE BIOTECH has a monopoly advantage in the R&D, production and sales of hyaluronic acid. This paper considers: 1. In the future, BLOOMAGE BIOTECH should continue to use its national advanced technology R&D base and technicians to increase its investment in R&D and balance its high investment in sales. 2. Due to the market complexity, the end market of raw materials is close to saturation. So how to break through the bottleneck has become a challenge. In 2012, BLOOMAGE BIOTECH entered the field of medical terminal, and then into the middle and downstream market. It has also made good achievements in functional skin-care products, food and other fields. Broadening the field is an important step in the strategic layout of corporations. In the face of the intensification of horizontal competition, how to make good use of the business-end market of medical institutions and the consumer-end market has become the top priority of development in recent years. 3. The corporation should reasonably face up to the competition among its opponents and find its own foothold in the increasingly fierce competitive environment domestically and internationally.

Scope of the Study

This paper makes some data analysis and comparison for IMEiK and Haohai Biological Technology Co., Ltd, which are opponents of BLOOMAGE BIOTECH. It can be concluded that the revenue and net profit of these three corporations have increased greatly in recent years, but they also face many problems. In the first half of 2021, the revenues of IMEiK and BLOOMAGE BIOTECH were 633 million yuan and 1.937 billion yuan respectively, with a year-on-year increase of 161.87% and 104.44% respectively. Haohai Biological Technology increased by 71.63% year-on-year in the first half of the year, realizing a total revenue of 851 million yuan. In terms of profitability, IMEiK net profit belonging to parent corporation was 425 million yuan, ranking first among the top three, with a year-on-year increase of 188.86%. Haohai Biological Technology’s net profit is 231 million yuan or so. Among the top three corporations, its profitability is weaker, but its year-on-year growth is more than 700%, with the strongest growth momentum. The growth rate of BLOOMAGE BIOTECH was 35.01%, and its net profit was 361 million yuan. (Yue & Lin, 2021).

Research Significances

BLOOMAGE BIOTECH has occupied an important berth in the market since its establishment more than 20 years ago. This paper studies the several revolutions contributed to the development and broadening of BLOOMAGE BIOTECH. The research points out that strategy plays a vital role in the development of corporations. Only by timely adjusting the strategic layout can corporations remain competitive in the market for a long period. The research also points out that in the future, BLOOMAGE BIOTECH should increase its investment in technology R&D, improve the competitiveness of its products and expand the product types. And the corporation should reasonably control the expenditure on sales and improve the net profit of products.

Theoretical Framework

The first chapter describes the research background, purpose, significance and content of this paper. The second chapter is about the theoretical framework applied in this paper: "the combination of vertical analysis and horizontal analysis". Vertical analysis refers to the analysis of the whole strategic development process of BLOOMAGE BIOTECH, and the success and failure points of marketing. Horizontal analysis refers to the analysis of the current situation of inter-bank corporations and the reasonable investment proportion of BLOOMAGE BIOTECH in all aspects to maximize its profit margin and competitiveness. The third chapter is the summary of this paper. It summarizes the key points and suggestions for the future direction of BLOOMAGE BIOTECH.

Hypotheses

Since 2004, BLOOMAGE BIOTECH has led the declaration and promotion of hyaluronic acid as a new food raw material. It was first declared for the first time in 2004, and since then was declared per two years. Finally, on January 7, 2021, National Health Commission of the People's Republic of China issued an official announcement approving hyaluronic acid as a new food raw material (Jin & Chen, 2021). Since then, BLOOMAGE BIOTECH has developed a new field in the consumer-end market. With the expansion of products in the market and the increase of product types, in the near future, BLOOMAGE BIOTECH will further develop hyaluronic acid into more industries that are closely related to people's daily life. For example, cosmetic industry, medical care industry, personal care products, pet products, oral care industry, family planning products, health foods and so on.

Literature Reviews

This paper refers to some relevant papers, mainly some data and conceptual definitions. Among all the references, the introduction of the concept and function of hyaluronic acid can better help the readers understand why hyaluronic acid can produce such a large market effect. And the citation of peer development data can better verify the development trend and prospect of the medical beauty market. Some papers point out that the strategic planning of corporation development is based on the comprehensive and scientific evaluation and prediction of both internal business and external market, which provides a theoretical basis for this paper. At the same time, by quoting the annual report data of BLOOMAGE BIOTECH in 2020, we can see that the investment of corporations in technology R&D has increased greatly, and the industrial chain has been continuously widened to enhance the market share, which provides favorable data support for the analysis of the follow-up development direction of corporations in this paper. References describe the common problems faced by technology-intensive corporations from different aspects, and provide this paper with some theoretical basis from different angles.

Research Methodology

BLOOMAGE BIOTECH Co., Ltd (BLOOMAGE BIOTECH) was established in 1998 and listed into the STAR Market on November 6, 2019. It is a corporation mainly engaged in the R&D, production and sales of hyaluronic acid, as well as functional skin-care products, functional drugs and other medical terminal products with hyaluronic acid as raw materials, serving global pharmaceutical and cosmetics market, food manufacturers, medical institutions and end-users. The company's subsidiaries "BIOHYALUX" and "MedRepair" are known as the "examples of domestic products" in skin care area. In 2018, the "Forbidden City lipstick" jointly produced with the Forbidden City Museum has become a classic and it promoted the development of domestic cosmetic industry. Moreover, BLOOMAGE BIOTECH is also the world's largest manufacturer of hyaluronic acid. It has established international advanced research laboratories in Shanghai, Jinan (the provincial capital of Shandong Province) and overseas.

Results and Conclusion

Strategic Development Process of BLOOMAGE BIOTECH

Raw Material End

Hyaluronic Acid (HA), was first isolated from bovine vitreous body by Weissmann, Professor of Ophthalmology at Columbia University in 1934. It is proved to be the best moisturizing substance in nature and is known as the most ideal moisturizing molecule in the world (Jiang & Yang, 2015).

BLOOMAGE BIOTECH regard the research and production of hyaluronic acid as the focal point and produce it through the method of microbial fermentation. The corporation has successively undertaken many national scientific and technological projects in the field of hyaluronic acid and won many national awards (Liu & Liang, 2021). In the production of raw materials, BLOOMAGE BIOTECH has an overwhelming competitive advantage.

After that, BLOOMAGE BIOTECH established the complete industry chain system from producing raw materials to medical-end products, functional skin care products and food. In the first half of 2021, the research projects of BLOOMAGE BIOTECH reached 160, with a year-on-year increase of 64.27%. In 2020, the functional skin-care R&D business (including skin-care products, facial mask, etc.) increased significantly, supporting more than half of the total revenue. However, based on the data of the first half of 2018-2021, it can be concluded that the proportion of operating revenue of raw material products in the whole is decreasing year by year, and the overall advantage of the corporation is weakening.

Downstream Business-End Market

From 2016 to 2021, China's medical beauty market has grown by the rate of 134.84%. In 2020, China's medical beauty consumer reached 15.2 million, with a year-on-year increase of 35.7%. By April 2021, the number of medical beauty users in China has reached 18.073 million.

Functional Skin-care Products and Consumer-End Market

In 2012, China launched the first domestic cross-linked hyaluronic acid dermal filler "BIOHYALUX", and then jointly launched the "Forbidden City lipstick" with the Forbidden City Museum in 2018, which was sold out quickly. Through the lipstick, the public knew BLOOMAGE BIOTECH, thus opening the way for it to vigorously enter the field of functional skin-care products. In 2020, its functional skin-care products business realized a revenue of 1.35 billion yuan, a significant increase of 112.2%, accounting for 51.2% of the total revenue, and functional skin-care products grew rapidly (Wang, 2021). In 2021, the corporation first launched a variety of functional products such as "Black Zero" and "MOLEUX", and also laid out new application fields such as mother and infant products and pet food. So far, BLOOMAGE BIOTECH diversified development strategy has taken an important step.

The Characters of BLOOMAGE BIOTECH as a Technology-Intensive Corporation

1. Continuous technological innovation which requires R&D technicians to master cutting-edge knowledge theory and top skills. 2. The relatively long R&D period. Many links from R&D to mass production need repeated verification. 3. Continuous high investment which not only from the high salaries for R&D personnel, but also from a lot of sophisticated instruments. 4. The high risk. The high

risk of production and the strict academic requirements need to be paid attention. Errors in each link may lead to the failure of the whole R&D process. 5. High return rate. Once the successfully developed products are put into the market, their gross profit margin can be as high as 90%. And when the technology or products reach the monopoly advantage, the monopoly profits will be brought either.

Referring to the evaluation index system of technology-intensive corporations proposed by Wang Jian et al. (2020), this paper evaluates the R&D performance of BLOOMAGE BIOTECH from three aspects: R&D input, R&D output and economic benefits. The data used in the paper are from 2018 to 2020.

Table 1: Data of R&D Investment

Year	2018	2019	2020
R&D Expenses (ten thousand)	5286.59	9388.62	141,15.79
Proportion of R & D expenses in operating revenue (%)	4.19	4.98	5.36
Number of R&D personnel	185	279	385

Success and Failure Points of Marketing

First, the corporation strives to expand its business from consumer-end market through cooperating with some online apps such as Tmall, JD and Wanwuxinxuan. During the "double eleven" of 2020, the HA Single Use Essence created by BIOHYALUX has been sold more than 250 million up to now, and first topped Tmall's essence list. In the "618" shopping festival of 2021, this product won the title of "Top 1 of Chinese skin-care product". However, there are also some failure points of the corporation. Among all the marketing channels, the proportion of direct selling mode is low. In addition, the cost of its distribution process is high, resulted in the limited profit. BLOOMAGE BIOTECH has a wide product range and has a great advantage in the absolute value of profit. Consumer-end products have high requirements for product capability and brand equity. Thus, BLOOMAGE BIOTECH has to significantly increase its online and offline marketing investment, which directly led to the rise of sales expenses. From 2016 to 2020, the sales expenses continued to rise, which eroded its profits gradually (Zeng & Zhang, 2021).

Current Situation of Inter-industry Competition

At present, the most eye-catching companies of the same type of BLOOMAGE BIOTECH in the market are IMEiK and Haohai Biological Technology Co., Ltd. In the first half of 2021, the three corporations all performed well and achieved "double harvest" both in revenue and net profit. From the revenue side, the revenues of IMEiK and BLOOMAGE BIOTECH were CNY 633 million yuan and CNY 1937 million yuan respectively, with a year-on-year increase of 161.87% and 104.44%. Haohai Biological Technology also increased by 71.63% year-on-year in the first half of the year, realizing a total revenue of CNY 851 million yuan. BLOOMAGE BIOTECH has a more complete industrial chain, the other two companies are mainly engaged in the business-end market. However, the sales expenses have increased significantly due to the wide demand of the consumer-end market. In terms of net interest rate, BLOOMAGE BIOTECH is not as fast as IMEiK. The proportion of R&D investment of the three companies all increased significantly in the first half of 2021. With the continuous boosting of market demand, hyaluronic acid and other raw materials are in short supply. All these three corporations have to pay attention to improving quality and expanding production capacity. The reduction of profit in hyaluronic acid industry is the inevitability of competition, so how to achieve "self-research + cooperation" mode to expand the business has become a problem that the three enterprises have to consider of.

Conclusions

According to the semi-annual report, the operating revenue of BLOOMAGE BIOTECH in the first half of 2021 increased by 104.44% compared with the same period in 2020, mainly due to the revenue of functional skin-care products of CNY 1.2 billion yuan, a year-on-year increase of 197.55%; The revenue of raw material business was CNY 415 million yuan, a year-on-year increase of 25.18%; The revenue of medical terminal business was CNY 314 million yuan, a year-on-year increase of 51.43%. It can be concluded that the profit of the consumer-end market has increased significantly and has become the main profit source of BLOOMAGE BIOTECH. In the future, BLOOMAGE BIOTECH can do business in accordance with the following suggestions: 1. Increase R&D investment, enhance product competitiveness and maintain the monopoly advantage of raw material market. 2. Continue to expand the types of consumer-end products, enhance product competitiveness and continue to expand the consumer-end market. 3. Reasonably adjust the expenditure of technology R&D and sales expenses, broaden its horizons in marketing methods and improve the net profit of products as much as possible. 4. Adjust the industrial sector structure of the corporation, subdivide the industrial layout into raw material market, business-end market and consumer-end market, and improve the internal management efficiency of the corporation.

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A STUDY ON THE EVALUATION OF THE BENEFITS OF OPERATION COST MANAGEMENT FROM THE PERSPECTIVE OF SUSTAINABLE DEVELOPMENT WITH THE SERVICE INDUSTRY AS AN EXAMPLE

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Abstract: With the rapid development of the economy, the development of enterprises has higher and higher management requirements. As a management method that can adapt to the modern development of enterprises, activity cost management has gradually become a topic studied by scholars in economics and management. In domestic and foreign related researchers, there have been many theoretical results on activity-based cost management research, and now the framework of activity-based cost management has basically been formed. This article mainly analyzes domestic and foreign research results, introduces the steps of activity cost management, analyzes the necessity and feasibility of activity cost management in the service industry, and selects the most representative Haiqing Hotel, Qingdao in the service industry as the research object. Analyze the operating cost management system implemented by the company according to the actual situation of the hotel. At the same time, from the perspective of sustainable development, it is known through the analysis that the impact of operating cost management on the company is multifaceted, and from the impact on the profitability of the hotel It made a specific analysis on the impact of the company's strategic goal planning, and at the same time, it also gave countermeasures and suggestions for the further improvement of the company's operational management level.

Keywords: Operational Cost Management, Service Industry, Business Strategy.

Introduction

Since the reform and opening up, China's economy has developed rapidly, and at the same time, the management requirements of the service industry have been continuously improved. During this period, my country's service industry has developed rapidly, but the development of many service industry companies in China is uneven. Most of the service industry development and competition have not paid much attention to cost management. Many service industries have During the operation process, there was no effective cost management, no budgeting of cost, and no practical cost plan, which led to the lack of standardization of cost management, which seriously affected the further development of the service industry develop (Li, 2010). With the improvement of the legal system and the popularization of industry norms, and at the same time, the society's requirements for sustainable development continue to increase. The role of management accounting can be better played only by the service environment and the industry needs of the service sector, which also attracts more people's attention to activity cost management.

Research Problems

1. The application of activity-based cost management methods in the service industry, starting from the perspective of sustainable development, by consulting relevant information and research results, absorbing advanced theories and combining the actual application of the service industry.

2. Through the systematic analysis of activity cost management, and analysis according to the operation management situation of the service industry, the hotel's activity cost system is analyzed with Haiqing Hotel, Qingdao as the research objective, and the activity cost management is compared with the traditional cost accounting method. Draw conclusions, evaluate from the perspective of sustainable development, give suggestions, and provide certain practical help to other related companies to help them formulate strategic goals and more complete management models that are in line with the company's long-term development.

Scope of the Study

Take the service industry as an example to study the benefit evaluation of activity cost management from the perspective of sustainable development, and select the most representative Haiqing Hotel, Qingdao in the service industry as the research object, and analyze the operating cost management system implemented by the enterprise according to the actual situation of the hotel.

Research Significances

1. Theoretical Significance

Cost management plays a pivotal role in the planning and development of an enterprise, and its theoretical research and practice have become mature with the continuous improvement of economic development. The proposal of activity cost management has undoubtedly solved many problems of cost management, and has attracted the interest of more and more industry and management personnel. As the application of activity cost management continues to be widespread, it has shown its great superiority. It not only overcomes the shortcomings of traditional cost management and improves the accuracy of cost control, but also its greatest application significance is for the strategic decision-making and the development plan provides more scientific theoretical support.

2. Realistic Significances

The service industry is developing more and more rapidly, but the application of activity cost management has not been popularized, and it is more to stay in the research of its theory. This article takes the service industry as the entry point and analyzes the status quo of the application of activity cost management in the service industry, and finds the problems in the cost management of the service industry, so as to adjust the industrial structure of the service industry and optimize the development model of the industrial structure. This article takes Haiqing Hotel, Qingdao as a typical case to study some of the problems in the company's cost management and control, analyze the reasons, and propose solutions to better play the role of activity cost management in enterprise applications, and recently help the enterprise to build a scientific. The management system of the company can improve the management ability of the enterprise, and it can also provide a certain reference for the development of other industries.

Research Objectives

Through the analysis of the status quo of the application of activity cost management in the service industry, the problems in the cost management of the service industry are found, so as to adjust the industrial structure of the service industry, optimize the development model of the industrial structure, and formulate a comprehensive development strategy. Cut unnecessary expenditures, save raw material and reduce consumption, promote new activities, so that customers can get a good experience at a lower price, and enhance market competitiveness.

Literatures Reviews

There are many researchers on activity cost management by domestic and foreign scholars, which are organized as follows.

1. Current Status of Foreign Research

Cost is indispensable in the production and operation of an enterprise, and it is also the key to enterprise management and control. Therefore, it has always been the focus of research by scholars at home and abroad. It was first proposed by Professor Eric Kohler that Activity-Based Costing (ABC) and related concepts such as accounting assumptions were explained accordingly. Professor GT Staubus (GT Staubus) further explained more comprehensively related proper terms such as "job" and "cost". After the 1980s, along with the popularization of computer applications in company management applications, and the increase in the scale of production and mechanization of enterprises, the traditional cost calculation method based on direct cost accounting has not been able to meet the needs of many enterprises' development, nor can it meet the needs of many enterprises. The company has formulated more standardized strategic goals. At this time, Robin Cooper and Professor Robert S. Kaplan conducted research and investigations on many American companies that encountered this problem (Robin Cooper, 1997). They also published a book on target cost and took many companies as analysis objects and conducted in-depth research on target cost management implemented by these companies; Takao Tanaka published an article on target cost management research, In the article, he discussed the target cost management implemented by Toyota (Kato, 1993).

Malcolm Morgan published a research article on target cost management (Malcolm, 1993). Dutton et al. (1996) took an instrument company as a research object and conducted an in-depth analysis and discussion on the target cost management implemented by the company. Joseph Fisher published a related article. Using the article on target cost management, he took some companies as cases to discuss and analyze the target cost management implemented by them (Fisher & Joseph, 1995). Perspectives on drilling waste management.

Robin Cooper and others mentioned in the research that if a company wants to control costs, it must carry out cost control in the R&D and design phase (Robin Cooper et al., 1999). By implementing the target cost management method, the company can effectively control the cost of the R&D phase, which is conducive to improving the company. The level of cost management helps the company obtain more benefits.

Their research results further supplemented and It improved the activity-based costing method, made the system of the activity-based costing method more perfect, enriched its theoretical connotation, and introduced it into the real research field. So far, the activity-based costing method has begun to be widely used. At the end of the 20th century, more and more scholars began to study activity-based costing, which promoted the further development of activity-based costing.

2. Current Status of Domestic Research

Since the reform and opening up, the development of Chinese enterprises has become faster and faster, and the diversification and precision of the development of enterprises have increasingly higher requirements for cost accounting (Fu, 2017). Therefore, the traditional activity-based costing method has been improved to make it more suitable for continuous development and changes. The economic environment of China is particularly important. Some scholars have begun to introduce advanced western management methods into China, and they have begun to be applied in many fields such as manufacturing, banking and other fields. However, the research at that time mainly introduced the research results of the West, and it did not adapt to the actual situation of the development of Chinese enterprises. Some scholars began to find a cost management method to meet the needs of China's economic development. Professor Yu Xuying was the earliest one of the domestic scholars who introduced activity-based costing, and published related theoretical research results in "Contemporary Finance" and other journals to promote domestically (Yu, 1984; Zhang, 2008). His research and translation of existing theoretical research results in the West, and added the feasibility of its application in my country Sexual thinking. Hou Jiangang gave a general introduction to the combination of activity-based costing and activity-based cost management, which promoted the research and development of activity-based cost management in my country’s academia (Hou, 1993). The most influential one was Professor Wang Pingxin, who was responsible for activity-based cost management (Wang & Cao, 1998). The promotion in academia has strongly promoted the practical application of activity-based costing in the development of enterprises, and provided strong theoretical support for the application of activity-based costing. Later, more and more industries, such as the railway transportation industry, began to apply the operation cost management to the management of enterprises and obtained good reflections, and they were all improved in the course of continuous development.

Hypotheses

1. The profit of the hotel has increased after the implementation of the activity-based costing method.
2. Provide targeted services, products, and provide different service policies for customers with different profitability, which is not only conducive to saving resources, but also improving service efficiency.
3. There are many problems in the status quo of operating cost management in hotels.

Theoretical Framework

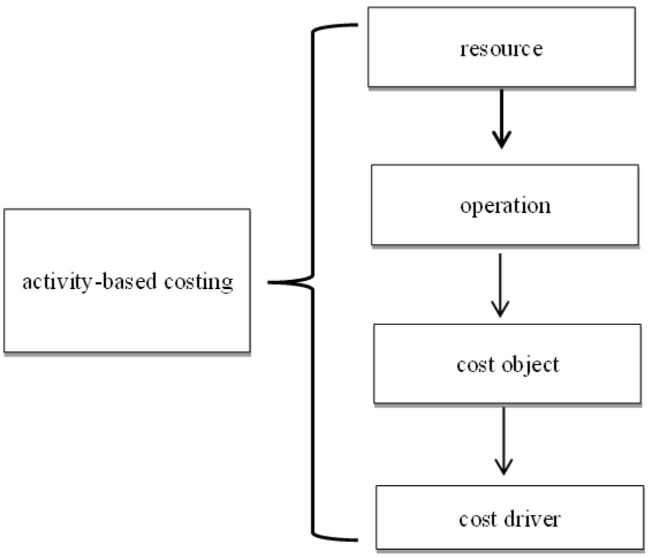

Figure 1: The Elements Involved in Activity-Based Costing

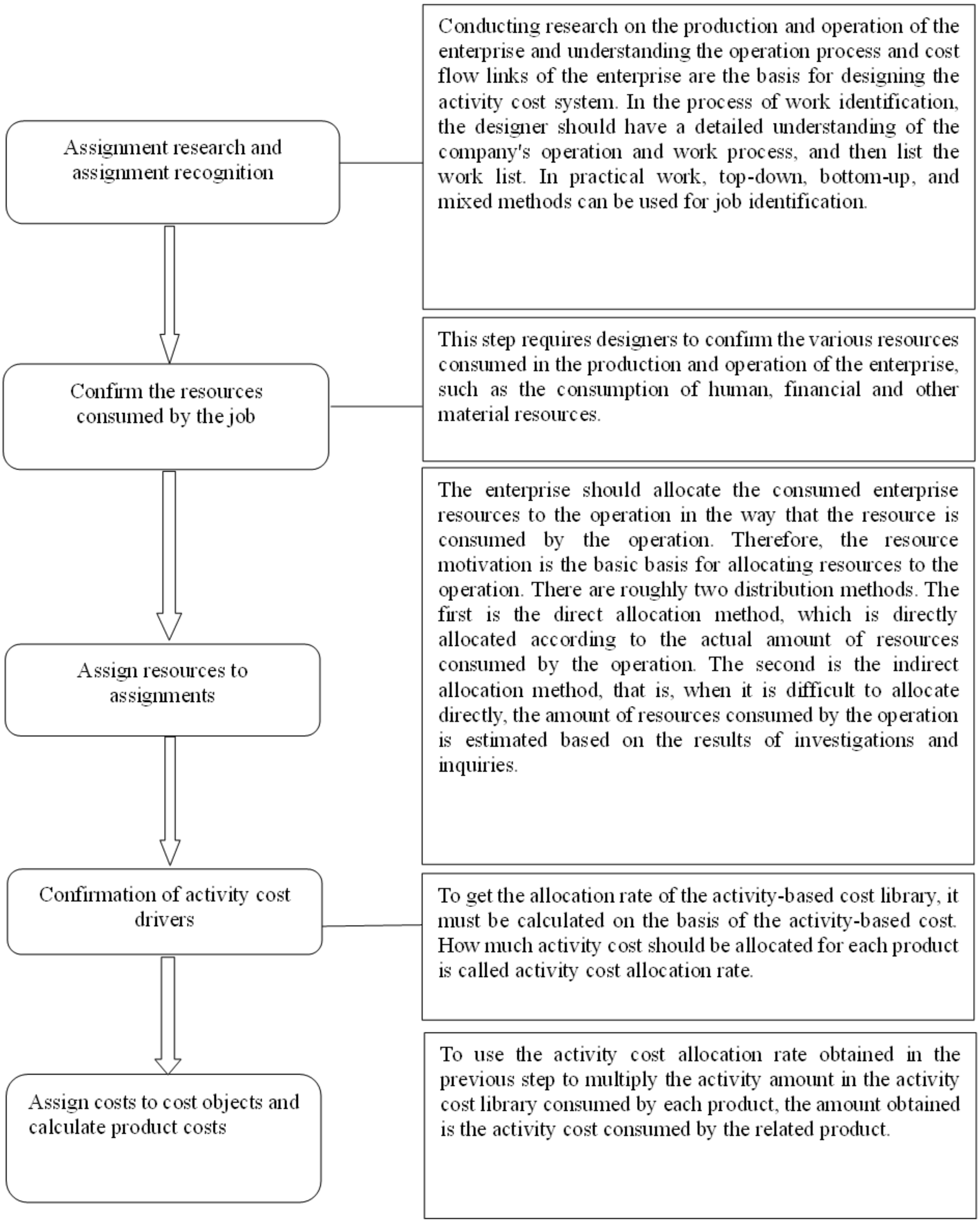

Figure 2: The Steps of Activity-Based Costing

Methodology

Research methods refer to the tools and methods used to discover new phenomena and new things in research, or put forward new theories and new opinions, and reveal the internal laws of things. This is the skill of using wisdom to conduct scientific thinking, which generally includes literature survey method, observation method, speculative method, behavior research method, historical research method, conceptual analysis method, comparative research method, etc.

This article takes the application of activity-based costing in the service industry as the research theme, and combines the literature survey method and case analysis method to conduct research and survey literature survey methods, and learn about the relevant activity-based costing method by drawing on and referring to the domestic and foreign literature on activity cost management. The related concepts, development history and practical application in our country provide theoretical foundation and implementation reference for the company's activity cost management framework.

Case analysis method, using Haiqing Hotel, Qingdao as a typical case to investigate and study the application of operating costs, investigate the characteristics of the hotel's existing operating methods and cost composition, focus on the analysis of the current status of cost management in its operations, and discover its existing problems, and point out the reasons for these problems.

Results

1. Changes in Haiqing Hotel, Qingdao Profitability After Implementation of Activity-Based Costing

The original management method of Haiqing Hotel, Qingdao paid attention to the calculation of products when calculating the operating cost, but ignored the accounting of services and indirect costs, thus affecting the accuracy of the entire operating cost system.

Table 1: Comparison of Guest Room Profitability Before and After the Implementation of ABC (Unit: million yuan)

Customer Service	Original Accounting Method	Activity-Based Costing Method
Revenue	156.37	156.37
Costs	93.55	85.37
Profit	62.82	67

From the data, it can be seen that the profit of the hotel has increased after the implementation of activity cost management. Further analysis of different types of customers is the significance of implementing activity cost management. Therefore, a more detailed division is made with the different types of guest sources of Haiqing Hotel, Qingdao as the starting point.

Table 2: Profitability Analysis of Guest Room Center (Unit: million yuan)

Room Center	Agreement Customer	Vip Customers	Individual Traveler
Revenue	72.63	45.79	35.95
Costs	50.37	30.88	22.48

Cost unit price	0.0084	0.0167	0.0096
Consumption of disposable items	0.0009	0.0020	0.0011
Profit	22.26	14.91	13.47

From the above data, it can be seen that the cost unit price of the agreement customer is the lowest, and the consumption of disposable items is the least. Therefore, it can be concluded that the cost of direct agreement with the customer is the lowest, which can obtain higher profits and at the same time. Improve the utilization rate of resources, and in this way, the cost of the products and services provided can be controlled within a reasonable range. In contrast, the profit brought by individual customers is less, and the cost of consumption is lower. High, there is a certain degree of uncertainty in the source of customers, which is not conducive to the realization of sustainable development goals for enterprises.

2. The Impact of Implementing Operation Cost Management on The Strategic Planning of Haiqing Hotel, Qingdao

Haiqing Hotel, Qingdao uses operation cost management to analyze the profitability of different customer sources, and by analyzing different customers to find out the customers who can bring the most benefit to the development of the hotel and the customers with potential, to provide targeted services and products, and to provide different service policies for customers with different profitability, which not only helps to save resources, but also improves service efficiency.

Table 3: Impact of Customer Selection on Profit (Unit: Million Yuan)

	Increasing Income	Increased Costs	Profit Increase
Increase in turnover of contracted customers by 15%	13.70	9.78	3.92
10% increase in selling price for VIP customers	3.00		3.00
FIT turnover decreased by 25%			
Total	16.7	9.78	6.92

By calculating the operation cost management system and combining it with the company's strategic planning, the company actively responds to the government's call to put the concept of sustainable development throughout the company's strategic planning, the agreement customers can bring the company greater profits than other customers, and consume less resource loss, so by increasing the selling price of VIP customers analysis shows that the turnover of agreement customers will increase by 15% Therefore, by increasing the selling price of VIP customers, the turnover of agreement customers will be increased by 15% and the turnover of retail customers will be decreased by 25%, but from the overall benefit of the company, the profit is increased by 69,200 Yuan than before.

Discussions

1. Improve the adaptability of operation cost management and company management.
2. Strengthen the key operation cost management.
3. Strengthen the publicity and education on resource conservation in all departments.
4. Advocate circular economy and promote comprehensive use of resources.
5. Develop more standardized performance assessment indexes.
6. Improve risk avoidance initiatives.

Conclusions

As you can see, a good cost management can have a very significant enhancing effect on the development of a company. Cut unnecessary expenditures, save raw material and reduce consumption, promote new activities, so that customers can get a good experience at a lower price, and enhance market competitiveness. Through cost management in the service industry, the problems in the cost management of the service industry are found, so as to adjust the industrial structure of the service industry, optimize the development model of the industrial structure, and formulate a comprehensive development strategy. Cut unnecessary expenditures, save raw material and reduce consumption, promote new activities, so that customers can get a good experience at a lower price, and enhance market competitiveness.

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A STUDY ON THE IMPACT OF RELATIONSHIP MARKETING FACTORS ON CUSTOMER SATISFACTION AND BEHAVIORAL INTENTIONS

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Abstract: China has become one of the countries with the largest scale of studying abroad in the world. Under this trend, the team of overseas study intermediary companies has been able to develop and continue to grow. But at the same time, with the continuous expansion of study abroad institutions, many problems and shortcomings have also appeared.

People's attitudes towards study abroad institutions have appeared to be mixed, and there are many controversies. In response to various shortcomings and deficiencies, overseas study institutions should actively adopt strategic transformations to provide better services to overseas students and gain a place in the fierce market competition.

The study aims to study the influence of relationship marketing factors on customer satisfaction and behavior intention of studying abroad industry.

Keywords: Study Abroad Industry, Relationship Marketing, Customer Satisfaction, Behavior Intention**.**

Introduction

The development of the study abroad industry in China has a history of several decades, and it is continuously developing at an alarming speed. With the continuous development of China's economy and the increasing importance of people's academic studies, the number of overseas students in my country is also increasing. It has ranked first in the world's source countries for international students and has become one of the world's largest exporters of international students. With the enthusiasm for studying abroad, the appreciation of the currency and the increasingly loose study abroad policies of various countries, the overall scale of the study abroad industry has been able to expand and develop with this upsurge. In the process of development, a large number of outstanding talents can go abroad smoothly through study-abroad intermediary companies to study abroad. While the overseas study industry promotes the internationalization of my country's economic development, it also expands China's international influence and creates a globalized human resource.

From its inception to its development, the study abroad industry has been derived from a single intermediary agency into a diversified industrial chain. The development of China's self-financed study abroad service has gone through several stages such as chaos, partial competition, national expansion and full competition. With the expansion of scale and the expansion of customer base, the popular countries for studying abroad have shifted from the previous countries such as Singapore and New Zealand to Europe, North America, Australia and Asian countries. On the basis of agency procedures, we must begin to provide some planning and guidance on life development for studying abroad, so as to realize the full range of services for studying abroad. Judging from the current development of the study abroad industry, some new attempts have emerged in the study abroad service industry to provide customers with new experiences, such as the so-called "private customization", which includes some personalized services and customized services.

Study abroad agency is just like this, and it also faces various problems, which are mainly reflected in: at this stage, large study abroad agencies occupy most of the market, and the market competition is extremely fierce. Small and medium study abroad agencies survive in the cracks; The products of study abroad programs is single, the industrial chain is short, the study abroad program is rigidly applied to the students, the model is inflexible, the needs and requirements of the customers cannot be fully satisfied, the targeted analysis of the students' own situation and the development of the study abroad plan are not perfect; the country of study abroad chosen are still traditional big countries such as Europe, North America, Australia, and students lack of choice, especially those with a weaker English foundation are difficult to be favored by prestigious schools; the function of the study abroad agency is single, and the study agency is still doing traditional intermediary services, with a weak sense of service , Lack of planning ability; Now companies have realized that owning a market is more important than owning a factory, and the important way to own a market is to have a brand with market advantages.

If studying abroad is regarded as an education service trade, the relevant supporting industries are also constantly developing vigorously. With the continuous expansion of study abroad institutions and related supporting industries, study abroad intermediaries can no longer exist only as an agency that handles the procedures. It should be said that if the development of the study abroad industry wants to go to a higher level and achieve better and faster development, that is to say.

Research Problems

The effects of relational marketing factors on customer satisfaction and client behavior intentions were analyzed according to the questionnaire.

Scope of the Study

Customers touched in the course of internship and questionnaire survey.

Research Significances

The service industry for studying abroad has only experienced more than ten years of development. Its market hasn't yet to be developed, and its development prospects are still very broad. In view of the particularity and sensitivity of the study abroad industry, it was destined from the very beginning to be an industry that has attracted much attention and controversy. From the perspective of the industry's operating conditions and development trends, the connotation of the overseas study industry has been continuously expanded, and the extension has also been expanded accordingly. On this basis, the strategic transformation of the study abroad intermediary company is imminent.

Objective of the Study

1. To study whether trust has a positive impact on customer satisfaction
2. To study whether Commitment has a positive influence on customer satisfaction
3. To study whether Co-operation has a positive influence on customer satisfaction
4. To study whether Communication has a positive influence on customer satisfaction
5. To study whether Trust has a positive influence on behavioral intentions
6. To study whether Commitment has a positive influence on behavioral intentions
7. To study whether Co-operation has a positive influence on behavioral intentions
8. To study whether Communication has a positive influence on behavioral intentions
9. To study whether Customer satisfaction has a positive influence on behavioral intentions

Literature Reviews

Theoretical Concept of Customer Satisfaction

It is a measure of how products and services supplied by a company meet or surpass customer expectations. it measures in to satisfy with the general products and satisfy with the decision to use (El-Adly, 2019). In 1930, scholar Hoppe "began to study the theory of customer satisfaction, until 1965, American scholar Cardozo successfully introduced the concept of customer satisfaction into the field of marketing, which attracted a large number of Western scholars' research enthusiasm. In 1980, related research reached a climax. Take 1982 as an example. The number of research papers published on the subject of satisfaction reached about 500: By the beginning of 1990, this number had risen rapidly to about 15,000, and there is still a rising trend. The representative research status of foreign customer satisfaction is shown in Table 1.

Table 1: List of Representative Researches on Customer Satisfaction

TIME COURSE	Phased research results
EARLY 20TH CENTURY (BUDGET PERIOD)	In the 20th century, Hoppe (1930) and Lewin (1936) began their research on satisfaction in the field of social, experimental psychology. It is believed that satisfaction is related to customers' self-esteem, trust and loyalty." With the transformation of business concepts, people began to study customer satisfaction in depth. The marketing concept of "product oriented" began to be gradually replaced by "customer oriented", and products are good only because considered by customers they are.
1970S (INITIAL STAGE OF THEORETICAL DEVELOPMENT)	In the early 1970s, the theory of customer satisfaction was gradually introduced into the field of consumption and marketing by psychologists and researchers in some developed countries. With regard to product satisfaction or dissatisfaction, it focuses on the development of products in the 20th century. The American scholar Cardozo published the first research article on customer satisfaction in the 1970s which marked the beginning of real research on customer satisfaction. In 1969 Howard and Sheth "think that customer satisfaction is a psychological feeling, this feeling comes from whether the customer renews after comparing their own benefits with what they pay is reasonable. In 1977, American scholar Hunter, Oliver has published many books, pointing out that consumers' expectations for products and services before consumption are uncertain, and this ambiguity will affect the psychological gap or service comparison after subsequent purchases of products.
1980S (THEORETICAL PERFECTION PERIOD)	In 1982, more than 500 research papers were published on the subject of customer satisfaction. During this period, they focused on the definition, characteristics, and types of customer satisfaction. In 1987, Emdst, Robert, Witon and other scholars studied psychology and management. The academic perspective further supplements and expands the theoretical model of customer satisfaction.
1990S (PRACTICAL APPLICATION PERIOD)	The research on customer satisfaction focuses on exploring the relationship between employee satisfaction, customer satisfaction, customer loyalty and corporate profits. 1993, O1iver, Olson, Dove et al. put forward the "expectation without confirmation" model, which uses customer expectations to determine whether customers are satisfied and plays a leading role in customer theoretical research. in 1989, under the leadership of Fomell, the Swedish Statistics Office established the first national level of the Swedish satisfaction index model. From 1989 to 1993, the United States modified on the basis of the Swedish model and established a national American customer satisfaction index model." Oliver (1997) believes that the consumer experience that customers pass on to others is often affected by the gap between consumer expectations and actual perceived service quality. It is a psychological state of contrast before and after. The smaller the gap, the more pleasant the customer will feel, the customer's chances of buying products will increase, and vice versa. In 1998, South Korea, Brazil, Malaysia, Argentina, the United Kingdom, France, New Zealand, Canada, Mexico, Australia and other countries also began to implement the establishment of a satisfaction index.
SINCE THE 21ST CENTURY (MATURE PERIOD)	In 2000, some EU member states implemented the customer satisfaction index and established a European customer satisfaction index model. Athanasso poulos (2001) believed that the extent to which consumers' expectations are met in actual consumption determines customer satisfaction. Based on this definition, he divided customers into two categories, namely individual customers and commercial customers; Gerpott, Raml conducted research on the German communication industry, and since then more scholars have done more and more researches on the satisfaction of the specific industries. Very recently, this research paper number has risen rapidly by about 30000 and there is still an upward trend to this day.

The above table explains the basic theoretical aspects of customer satisfaction research from categories, characteristics, and influencing factors. On this basis, it proposes the "expectation without confirmation" model, customer satisfaction model, etc. to measure customer satisfaction, and target specific industries such as the intermediary industry has done relevant research, laying a theoretical system and foundation for customer satisfaction research.

In summary, by analyzing the relevant literature on customer satisfaction, the academic community's research on the definition of customer satisfaction has been basically improved, although many different interpretations have been proposed for the definition of customer satisfaction.

Most scholars emphasize that customer satisfaction refers to what customers expect to the company. Before or after the product or service is consumed. Whether or not the expected psychological feelings and the services actually provided by the company achieve a satisfactory overall feeling.

The study aboard agency industry is a typical complex system with a non-single goal, many influencing factors, complex structure, restricted by multiple constraints, and the amount of data is often limited, and many data do not have any typical distribution rules; at the same time, there are many factors affect customer satisfaction, both economic and psychological. And its humanistic characteristics are very significant, there are a lot of uncertainties, and there are multiple correlations between these factors, which increase the difficulty of data processing. Therefore, this research considers customer satisfaction as the customer's consumption of a certain product or service. Whether the services provided by the company have reached the perception of customer expectations, such as reaching customer satisfaction. Conversely, customers will be dissatisfied.

Theoretical Concept of Behavioral Intentions

Consumer behavior refers to a series of behaviors taken by consumers to obtain, use, and dispose of consumer goods or services, including the decision-making process of deciding these actions before actions. Consumer behavior is closely related to the exchange of consumer goods or services. Because consumer behavior is a novel and independent subject, it has attracted the attention of people from all walks of life since its appearance. At the same time, the development of social economy and the improvement of related discipline system construction also affect the deepening of the research on consumer behavior theory. In modern marketing theory, consumer behavior has a very important influence on its formation system. At the same time, it is also an important foundation for market research and formulation of related strategies.

All consumer-related personal behaviors that occur around the purchase. Including the formation of demand motives, the occurrence of purchasing behaviors, the summary of post-purchase feelings, the psychological activities, physiological activities and other substantive activities displayed during the purchase or consumption process.

As a new research field, research on consumer behavior first began in the mid-to-late 1960s. Since then, the academic community has been continuously improving and analyzing the definition of "Consumer Behavior" (Si Jinluan 1996). Woods (1981) believes that the narrow concept of consumer behavior is related behaviors that people perform in order to obtain what they need. This includes related behaviors such as purchasing and using goods and services. Schiffman and Kanuk (1986) believe that the definition of consumer behavior is the behavior of consumers in the consumption process of finding, purchasing, using, and evaluating to meet their needs. Engel (Engel 1986) believes that consumer behavior is the behavior and decision-making in order to obtain, use, and dispose of consumer products. In the thinking of different experts and scholars, their understanding of the concept of consumer behavior has similarities, but they also retain different views. Some of the controversy over the definition lies in the differences in the methods and perspectives of the researchers. In the official definition of the American Marketing Association, consumer behavior is "human beings play a transactional function in the transformation of life, and then generate perception, cognition and behavior dynamic interaction process with the surrounding environment." According to this definition: first, consumer behavior It is a dynamic process. Secondly, consumer behavior involves perception, cognition, and behavior with the surrounding environment. At the last level, consumer behavior is a transaction process. (Feng Liyun et al. 2004)

From the economic theory of the classical economist Adam Smith, it can be seen that the content of consumer behavior comes from disciplines such as psychology, sociology and economics, while the neoclassical economist Marshall proposed consumer behavior The basic theoretical system. Consumer behavior has formed a discipline on its own since 1950. Since then, consumer behavior has developed rapidly and has become a new field of academic research and market practice. With the rise of e-commerce, more and more domestic and foreign scholars have paid considerable attention to consumer behavior. The following table lists the main views of well-known researchers on consumer behavior:

The consumer behavior intention referred to in this study is the subjective feeling that consumers experience in the consumption of products or services. The willingness to recommend and the willingness to purchase again.

Table 2: Consumer Behavior Research

Research Scholar	The main points
WILLIAMS (1982)	Consumer behavior refers to all the opinions, suggestions, and activities that are generated during the process of consumers purchasing goods and services.
HOLBROOK (1992)	To a certain extent, consumer behavior is the product of fantasy, emotional cognition, and personal pleasure. Personal experience also accounts for a large part of consumer decision-making.
KENNETH A. CONEY (2000)	Consumer behavior is the effect and influence of related purchases, acquisitions, experience and other related behaviors on consumer groups and society as a whole by satisfying the needs of individuals and groups
PHILIP KOTLER (2003)	At present, the factors that have an important influence on consumers' buying behavior include: cultural factors (including their own cultural level and social level), social factors (including their own reference groups and social status), personal factors (including personal Physical and mental age, occupation, economic conditions and other personal factors), psychological factors (including consumers' motivation, learning, etc.)

In marketing activities, if a company wants to formulate a marketing strategy that is more attractive to customers, it must first investigate and study consumers' perceptions and acceptance of different products, prices, and advertising methods. Therefore, business decision makers need to carefully study and understand the factors affecting consumer behavior, and analyze the impact of these factors on marketing strategies. Now Philip Kotler (1997), the father of marketing, organized and summarized the consumption research at that time on his own basis, and analyzed the factors affecting decision-making and behavior based on his research results. Jobber and Fahy (2003) focused on the decision-making stage of consumers in the consumption process, and analyzed and deconstructed the factors related to consumers' external stimuli. And Philip Kotler's summary of the influencing factors of consumer behavior is the most in place. He summarized the following four types of factors: social factors, cultural factors, personal factors, and psychological factors.

Social Factors

For consumer behavior, social factors are an extremely influential factor, but they are also divided into factors such as family factors, reference groups, and secondary groups. The reference group is the group that can directly or indirectly influence the behavior and thoughts of the actors. In life, the reference groups mainly include relatives, neighbors, friends and colleagues, in addition to some professional groups and associations. Consumer behavior is affected by the concept of the reference group. Consumers are constantly exposed to new lifestyles and consumer opinions, and thus produce similar opinions when choosing products or brands. Reference groups often have opinion leaders. When the product or service has not been formally communicated, opinion leaders usually put forward reference information or other opinions about certain brands or services early. Sales staff can identify and perceive the psychological characteristics and ideas of opinion leaders, determine their preferred propaganda methods, and send effective information to the opinion leaders, which can be directly transmitted to the opinion leaders. The family is the most important consumption and purchase organization in society, and family members are the most influential basic group. Family members that affect communication consumption orientation include parents, spouses, siblings, and so on. This requires sales staff to pay attention to the influence of each role of family members in the process of promoting goods and services.

Cultural Factors

The influence of cultural factors on consumer behavior is subtle and not to be underestimated, because culture is the deep reason why consumers form a consumer outlook. On the one hand, consumers' purchasing needs and concepts and consumer behavior will be affected and restricted by cultural factors; on the other hand, companies must first consider the marketing of cultural factors on consumer behavior in order to formulate competitive marketing strategies, and Use reasonable marketing strategies to actively complete sales tasks. For people from the same social class, the consumption views and behaviors of two people may be very similar. People from different social classes are different. For example, they have very different opinions on consumption, cognitive insights, hobbies, and many other aspects. People's social class is divided into different social levels due to many factors, such as personal experience, occupation, social status and so on. Different social classes will show special hobbies and choices for brands and services, and their requirements for service quality and price acceptance are also completely different. Sales staff must also adopt appropriate dialogue habits and communication methods when receiving customers from different social classes.

Personal Reason

Personal factors, including consumers' age, educational background, economic situation, and personal values, are all factors that can influence consumers to make different purchase behaviors. In different life periods, the age of consumers is increasing and changing, and consequently consumer demand is also constantly changing. Consumer demand in the elderly and young is completely different. The economy is the material basis of consumption, and it often affects the level and scope of consumer consumption. The purchasing power of consumers is also determined by economic conditions. A good economic situation may generate higher levels of demand, because consumers have stronger purchasing power to purchase higher-end products and enjoy professional services, thereby saving time. Improve efficiency. Personal ideological values are also one of the factors that affect consumer behavior. Affected by different cultural backgrounds, people's values vary greatly, and they may even affect market trends. Therefore, companies should formulate reasonable marketing strategies after linking products or services with the cultural traditions of the people, especially values.

Psychological Factors

Among the many factors that affect consumer behavior, psychological factors occupy a vital position. In the process of consumption, consumers usually have their inner desire to buy and consumption needs stimulated by some kind of signal, and the strengthening of demand will generate purchase motivation to purchase specific goods or services; driven by motivation, consumers pay attention first Related product or service information, then collect and analyze the product or service brand, price, word of mouth, etc., make a decision after comparison and finally carry out consumer activities. Compared with customers who want to study abroad, psychological factors are also the dominant factors affecting consumption. Although family factors and social factors are also other important factors, purchase motivation can prompt people to seek goals that meet their needs. It is also the most primitive consumption power.

Four Factors of Relationship Marketing

Trust is one of the most widely examined and confirmed constructs in relationship marketing research (cf. Crosby, Evans & Cowles 1990, Garbarino & Johnson 1999, Helfert & Gemünden 1998, Mohr & Spekman 1994, Moorman, Zaltman & Despandé 1992, Morgan & Hunt 1994, Schurr & Ozanne

1985, Smith & Barclay 1993, Wilson 1995). Common to all different definitions used to conceptualize trust there is the notion that trust constitutes the belief, attitude or expectation of a party that the relationship partner's behavior or its outcomes will be for the trusting party's own benefit (Andaleeb, 1992).

We, in summarizing the conceptual approaches of other scholars, believe trust to have three essential components: Firstly, there is the belief that the relationship partner will show benevolence in his or her actions which affect the relationship in question directly or indirectly (Anderson & Weitz 1989, Geyskens, Steenkamp, Scheer & Kumar 1996). Secondly, trust also encompasses honesty, which means that the trusting party relies to the relationship partner being credible (e.g., Doney & Cannon 1997, Ganesan 1994).

Beside these two motivational or intentional trust dimensions, there is a dimension which encompasses an ability-related component of trust: The belief that the relationship partner has the competence to act for the benefit of the relationship (cf. Andaleeb 1992, Moorman, Zaltman & Despandé 1992, Ganesan 1994). Therefore, we define customer trust as the customer's belief in the supplier's benevolence, honesty and competence to act in the best interest of the relationship in question.

Trust have become focal constructs in relationship marketing research (e.g., Doney & Cannon 1997, Garbarino & Johnson 1999, Morgan & Hunt 1994, Moorman, Zaltman, & Despandé 1992). In relationship marketing literature, commitment has widely been acknowledged to be an integral part of any long-term business relationship (cf. Anderson & Weitz 1992, Gundlach, Achrol & Mentzer 1995, Morgan & Hunt 1994). In most cases it is described as a kind of lasting intention to build and maintain a long-term relationship.

In relationship marketing literature, commitment has widely been acknowledged to be an integral part of any long-term business relationship (cf. Anderson & Weitz 1992, Gundlach, Achrol & Mentzer 1995, Morgan & Hunt 1994). In most cases it is described as a kind of lasting intention to build and maintain a long-term relationship (e.g., Anderson & Weitz 1992, Dwyer, Schurr & Oh 1987, Moorman, Zaltman & Despandé 1992).

Along with Gundlach, Achrol & Mentzer (1995), we believe commitment to entail three different dimensions: Affective commitment describes a positive attitude towards the future existence of the relationship. Instrumental commitment is shown whenever some form of investment (time, other resources) in the relationship is made. Finally, the temporal dimension of commitment indicates that the relationship exists over time (cf. also Garbarino & Johnson 1999).

Recently, Morgan and Hunt (1994) argued that cooperation is the crucial factor promoting relationship marketing success. Cooperation in buyer-seller relationships refers to coordinated actions taken by partners to achieve mutual outcomes. Anderson and Narus (1990) view commitment and trust as determinants of the amount of cooperation exhibited in a relationship and observed that a partner committed to the relationship will cooperate with another member because of a desire to make the relationship work.

Communication was defined as the formal as well as informal sharing of meaningful and timely information" (Andersonand Narus, 1984) and described as the "glue that holds relationships together"(Mohr and Nevin, 1990). Therefore, the sharing of timely and meaningful information between firms is a necessary.

Hypotheses

1. Hypothesis Trust has a positive impact on customer satisfaction
2. Hypothesis Commitment has a positive influence on customer satisfaction
3. Hypothesis Co-operation has a positive influence on customer satisfaction
4. Hypothesis Communication has a positive influence on customer satisfaction
5. Hypothesis Trust has a positive influence on behavioral intentions
6. Hypothesis Commitment has a positive influence on behavioral intentions
7. Hypothesis Co-operation has a positive influence on behavioral intentions
8. Hypothesis Communication has a positive influence on behavioral intentions
9. Hypothesis Customer satisfaction has a positive influence on behavioral intentions

Methodology

Using the questionnaire as a research tool, a questionnaire was sent through the Internet to all Chinese students who studied abroad or who had studied in Thailand, because the Internet was a safe way of data collection in the epidemic era. Inform the customer that the survey has been authorized and encourage them to fill out and return the questionnaire. Customer participation is not mandatory; therefore, all respondents volunteered to provide data for this study.

The questionnaire consists of seven questions. 0 means very unimportant and 5 means very important.

Questionnaire Questions:

1. Do you think it is important whether foreign universities are recognized by the Ministry of Education of China?
2. Is it necessary for an institution to study abroad to tell you whether the university of your choice is recognized by the Ministry of Education of China?
3. If the overseas study institution recommends a bad university to you, will you continue to choose this one?
4. Do you want to get more information about the university when you choose the university?
5. Do you want the overseas study institution to sign a contract with you?

6. Do you want the overseas study institution to make a verbal commitment with you?
7. If there is a successful cooperation, would you be willing to recommend this overseas study institution to your friends?

Results

According to the data of the questionnaire survey, the analysis is as follows:

1. Do you think it is important whether foreign universities are recognized by the Ministry of Education of China?

   0: 5% 1: 5% 2: 8% 3: 10% 4: 30% 5: 42%

2. Is it necessary for an institution to study abroad to tell you whether the university of your choice is recognized by the Ministry of Education of China?

   0: 0% 1: 0% 2: 0% 3: 20% 4: 30% 5: 50%

3. If the overseas study institution recommends a bad university to you, will you continue to believe in this overseas study institution?

   NO: 60% YES: 10% MAYBE: 30%

4. Do you want to get more information about the university when you choose the university?

   0(no): 0% 1: 5% 2: 5% 3: 10% 4: 25% 5(yes): 55%

5. Do you want the overseas study institution to sign a contract with you?

   NO: 10% Maybe: 20% YES: 70%

6. Do you want the overseas study institution to make a verbal commitment with you?

   NO: 70% MAYBE: 20% YES: 10%

7. If there is a successful cooperation, would you be willing to recommend this overseas study institution to your friends?

   0: 2% 1: 3% 2: 5% 3: 35% 4: 45% 5: 10%

Conclusions

This internship report uses the method of questionnaire, and the conclusions are as follows:

1. When providing overseas study services, overseas study institutions should clearly inform their clients whether the university is recognized by the Chinese Ministry of Education. If the overseas study institutions provide customers with a university that is not recognized by the Chinese Ministry of Education, the customers will have less trust in the overseas study institutions, which is not conducive to the long-term development of the overseas study institutions.
2. Customers are eager to get more information about the university, such as the difficulty of graduation, school environment, accommodation, and so on.

3. New customers' trust in the company is unknown, so it is necessary to enhance customer trust through communication, such as a complete contract, rather than using verbal promises.
4. Positive commitments (e.g., providing the client with a full contract) will greatly increase the success rate of cooperation between the company and the client.
5. Increased customer satisfaction helps motivate customers to continue working together.

Discussions

With the enthusiasm for studying abroad and the continuous improvement of economic level in recent years, how to take this opportunity to achieve its own transformation, upgrading, breakthrough development, and constantly improve the competitiveness of its own industry has become a very urgent and realistic problem. The needs of customers are becoming more and more diversified, and the demand is also getting higher and higher. For customers, a single intermediary service can no longer meet the needs of customers. For the role of overseas study agency, what customers need is "value service". In other words, this is a personalized, comprehensive and fast service.

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SUGGESTIONS ON STANDARDIZING THE HOUSING RENTAL MARKET AND PROMOTING THE HEALTHY DEVELOPMENT OF ECONOMY

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Abstract: The high housing prices, rigid demand for the increase in the number of people, these inevitable realistic problems caused at this stage of the housing rental market exceptionally hot. In contrast to the booming housing rental market, due to the late start and the imperfect development, the existing housing rental regulations and related laws and regulations cannot meet the current situation of the housing rental market, and conflicts constantly occur, in this case, the development of housing rental market to improve the top priority, this article from the status of the housing rental market. There are two aspects of the problem area, analysis and housing rental market related issues, and finally the housing rental market for the future development and improvement of the relevant recommendations.

Keywords: Development, Perfection, Housing Lease, Market, Suggestion.

Introduction

China's housing rental market formed late, there is no complete housing rental market management system and regulations, which is the main reason for the current housing rental market is not standardized, the traditional idea of buying a house also to a certain extent tied up people's attitude to renting, always think that renting is temporary, buying a house is life.

Research Problems

The 2021 held thirty-five meetings of the 15th People's Congress in Beijing on November 24. The meeting heard the Beijing housing rental regulations (draft), which are intended to regulate various aspects of the housing rental market. In conjunction with the 2021's State Council General Office release in July of the opinions on accelerating the development of affordable rental housing, the "Beijing Housing Rental Regulations (draft)" on the "Group rental housing" "Black intermediary" "Formaldehyde housing", bid-up rent, long-term apartment supervision and other hot issues to regulate. The municipal government may take price intervention measures when rent and deposit payment are regulated, rent loans are strictly controlled, deposits and rents for more than three months are brought into the scope of supervision, and housing rents rise significantly or are likely to rise significantly, it is the first time to put forward the stipulation that the tenant cannot be evicted at will and the lease can be continued at the end of the lease term, so as to protect the tenant's rights and interests and ensure the stable and standard lease relationship between the two parties. At the same time, the regulations also make it clear that housing leasing enterprises that decorate and decorate rented houses shall abide by relevant regulations and standards to ensure the security of rented houses; Internet Information Platforms shall examine the evidential materials submitted by publishers, information can only be released if it's in compliance.

The phenomenon of accompany Childe (young lady) to study is getting more and more serious. In today's world, science and technology are advancing by leaps and bounds, and the knowledge-based economy is on the horizon. Education played a fundamental role in the formation of the Comprehensive National Power, and the strength of the nation depended more and more on the quality of its workers and on the quality and quantity of its various talents, this makes it even more urgent to train and bring up the twenty-one St Century Generation of New People in China. In the new era of reform, opening up and modernization, comrade Deng Xiaoping repeatedly stressed that to realize socialist modernization, science and technology are the key and education is the foundation. In the 21st century, national Comprehensive National Power and international competitiveness will increasingly depend on the level of educational development, science and technology and knowledge innovation, and education will always be in a strategic position of giving priority to development. In this new situation, all classes of students feel great pressure. They can no longer adapt to the age of knowledge explosion by studying like their parents. Parents are also fully aware of the new situation of educational development, more and more attention is paid to the education of children. They try every means to create conditions for children, create a relatively good learning atmosphere, solve problems for children and share the pressure. In such cases, many parents overcome their own difficulties and even give up their jobs to rent rooms near their children's schools.

To meet the needs of urban construction, the pace of demolition has increased. With the continuous expansion of the scale of urban construction, the intensity of demolition has been increasing. This means that the number of demolition households will continue to increase. This is a large group, except for a small number of residents have second homes, the vast majority have to rent transitional housing, waiting for government allocation of resettlement housing. This in turn has brought huge business opportunities to the rental housing market. The economy keeps developing, and the ranks of migrant workers are expanding. At present, the opportunity of the expansion of the main city, fully integrated into the urban area, integrated into the southern Jiangsu Plate, therefore established to speed up industrial development, strong industry as the main direction of attack, to make it a new industrial base. Chang'an automobile industrial park, Lianqiang stainless steel, Xishilang food, Xingyin pharmaceutical and other projects, as these projects start production, it is bound to need a large number of workers, the demand for various talents, attracted a large number of employments.

At present, China's relevant laws and regulations on the housing rental market are not perfect, and the spread of the popularity has not achieved the expected results. According to the relevant information, there are hidden rents, sublets and concealed rents that are not registered and filed by the Housing Property Department in China, and many house leases are private transactions that have not been approved and examined by the relevant ministry, as a result, the relevant departments cannot supervise the leasing activities. The reasons for this kind of behavior are, on the one hand, some people intentionally do it to avoid the bound scope of laws and regulations, and, on the other hand, many people don't understand the relevant provisions of leasing because of the lack of understanding of the law, and there's an inadvertent violation. These are the main reasons for the difficulties of law enforcement personnel.

social problems affect stability China's rapid urbanization in recent years has made it a trend to work in large cities. Under the influence of this trend, more and more people are flocking to the first- and second-tier cities, causing a surge in mobile entrances to major cities. The floating population needs to solve its housing problem by means of renting. The instability in the process of renting leads to frequent turnover of people, and the subsequent phenomenon of theft, robbery and fighting occurs from time to time, become the biggest hidden danger that disturbs the social stability and unity. Has further disrupted the lives of local residents. It has a very bad influence on the healthy development of the social environment.

the disputes between the two parties to the lease continue due to the lack of feasible legal provisions and the supervision and coordination of the department in charge of it. The two parties to the lease dispute because of housing issues have occurred from time to time. The most common reason is the rent. In the event of a dispute over such issues as the term of the lease, the mortgage and compensation, the parties to the lease shall only submit the privately concluded contract as evidence to the court for trial, little is known about the many loopholes in private contracts that can not be fully used in court, so disputes between the parties to the lease are likely to go away. To inflict damage on the real victims. The housing rental market in our country is at the stage of rapid development, regardless of the lessee. The number of rental housing or real estate agency is rising rapidly. Facing such a rapid development, China's rental management mechanism is still not changed and improved, and there is a disharmony between the two. The negative recording effect caused by the lag of leasing management mechanism is far-reaching and widespread, which will not only directly harm the private interests of both parties to the leasing, but also cause extremely bad social impact, disturb the public order and people's normal life.

Scope of the Study

The announcement of the above-mentioned policy is of great benefit to the healthy development of the housing rental market in Beijing, the reduction of the rental cost for the rental population and the promotion of the healthy development of the economy, in fact, there is still a commercial housing market needs to be the government level to be taken seriously.

Research Significances

Due to the lag of the current policy (the administrative measures for Commodity Housing Leasing promulgated by the 2021) to the development of the market economy, the rental market for commercial operating houses is the same as the rental market for housing, many so-called “Second landlords” have appeared. These second landlords, through various relationships, have rented commercial premises at low prices from a landlord, and have simply renovated them and then sublet them to the outside world at a higher price, in particular, it is more common and serious for many first-hand landlords to rent commercial housing for state-owned enterprises and village collectives; second landlords often force actual operators to sign yin-yang contracts in order to avoid tax, or requiring the actual operator to bear taxes and fees if he needs to issue a lease invoice. After on-the-spot investigation, the phenomenon of state-owned enterprises and village collectives renting commercial houses abroad is especially common now, and the above-mentioned situation exists in large numbers. The existence of this phenomenon is not only easy to breed the soil of corruption, moreover, it is easy for people to breed the spread of this kind of lazy phenomenon of seeking connections to rent low-priced apartments, renting high-priced apartments to the outside world, and unwilling to actually pay. In order to operate, the actual operators can only increase the above-mentioned costs into commodities, thus greatly increasing the social costs, it puts an additional burden on consumers.

Research Objectives

The current situation of the housing rental market (1) the phenomenon of housing rental is widespread in recent years China’s real estate industry has developed vigorously under the impetus of the economy, and housing prices have continued to rise, especially in the first-and second-tier cities where housing prices have increased continuously, that many people with rigid needs find daunting. But to turn to the rental market. This is a small segment of the housing rental market. Most of these people are urban migrants. Rural to the city, small cities to the big cities, leading to many cities have dense personnel, housing shortage, housing rental market hot phenomenon, housing rental phenomenon widespread. (2) the increase in the number of rental personnel in various forms of housing leasing will be matched by differences in the quality, culture, educational level, duration of rental and housing demand of rental personnel. It is these differences that lead to the variety of housing rental forms in the housing rental market. short-term rental, long-term Rental, daily rental, monthly rental, annual rental, etc. Add insult to injury to the already imperfect rental housing market. (III) housing rental problems the growth of the rental population and the variety of rental forms have led directly to frequent problems in the management of the housing rental market, including the problems of lessees and rental housing, there are also questions about the lease time, the lease deposit, and so on, the increase of the problem also for social security, people's stable life hidden dangers.

Many small areas because of the tenant background complex, liquidity problems often occur theft, wounding and other violations of law and discipline, causing panic among the original residents. In addition, due to the lack of rental laws and regulations, both parties try to evade taxes by various acts, and most tenants do not even know about the system of paying taxes and fees for rental housing, have an adverse effect on the tax revenue of the country.

Literatures Reviews

Japanese Housing Rental Market

As of June 2020, the total population of Japan is 12593 million, and people aged 20 to 64 account for 55% of the total population (mainly renters); the population of Tokyo is about 80.97 million, accounting for about 64%. Tokyo's congestion and rental demand can be imagined. Therefore, even affected by the epidemic, the rental demand of individual tenants is still stable. \n In Tokyo, if you rent a house with convenient transportation, good living conditions and about 100 square meters, the monthly rent is generally between 14400 and 216000 yuan. The average monthly salary in Tokyo is about 30000 yuan. After paying the rent, facing the high price level, the monthly salary is almost gone, let alone buying a house. As a result, the demand for housing rental market in Japan is increasing, and the development is becoming more mature and stable. Japan's real estate transaction system and laws are sound, housing insurance and supporting facilities are perfect, and Japan attaches great importance to the spirit of contract. The whole process of tenants and landlords are directly connected to the intermediary, the information of both sides is symmetrical, and the income involved will be clearly written in the contract. The tenant group is huge and supported by a perfect mechanism. For example, Osaka rents a house for two years and automatically renews the contract. The first time you rent a house, you have to pay a guarantee fee, a deposit, a gift money, and so on. It's 4 to 6 months' rent, and you bring your own furniture and appliances. So, the Japanese prefer to rent for a long time and don't move easily. \n Gift money: "Gift money" means a complete gift to the landlord for 1-2 months of rent. Generally, a house with a good location will have a gift of money. There is no such fee in China, but it is very common in Japan. \n Deposit: The "deposit" is paid in advance for 1-2 months of rent. When checking out, the landlord checks whether there is any damage to the interior of the house. If there is, it will be deducted from the deposit and the rest will be returned. Form of deposit: 1-month deposit, 1.5 months deposit, 2 months deposit. Termination fee: If you want to terminate the contract in advance before the expiration of the house, you usually need to pay one month's rent as the termination fee. \n Japan Charter Service: Japanese charter service involves 3 objects: house owner, tenant, intermediary. As of June 2020, the total population of Japan is 12593 million, and people aged 20 to 64 account for 55% of the total population (mainly renters); the population of Tokyo is about 80.97 million, accounting for about 64%. Tokyo's congestion and rental demand can be imagined. 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Termination fee: If you want to terminate the contract in advance before the expiration of the house, you usually need to pay one month's rent as the termination fee. Japan Charter Service: \n Japanese charter service involves 3 objects: house owner, tenant, intermediary. The intermediary rents the house from the owner for a fixed amount and pays the rent according to the agreement. Whether they rent or not, they need to pay the rent to the landlord on time. At the same time, the intermediary also rents out the house to the tenant. During the tenant's rental period, the problems of furniture and household appliances maintenance, complaints, renewal of contracts and early termination of contracts are all settled through consultation between the tenant and the intermediary.

An Effective Way to Develop the Housing Rental Market

It is an important content of deepening the reform of housing system and an important way to realize the goal of urban residents having a dwelling place to purchase and rent simultaneously. Since the reform and opening-up, the continuous development of China's housing rental market has played an important role in speeding up the improvement of urban residents' housing conditions and promoting the process of a new type of urbanization, however, the main body of the market supply is not fully developed, the market order is not standardized, imperfect regulations and other issues are still more prominent. In order to accelerate the cultivation and development of the housing rental market

Development of Housing Leasing Enterprises: Give full play to the market role, arouse the enthusiasm of enterprises, raise housing resources through leasing, purchasing and other means through multiple channels, and raise the level of scale, intensification and specialization of Housing Leasing Enterprises, the formation of large, medium and small housing rental enterprises coordinated development pattern to meet the growing demand for housing rental. According to the relevant regulations issued by the State Council General Office on accelerating the development of the living services industry and promoting the upgrading of the consumption structure, housing leasing enterprises enjoy relevant support policies for the living services industry. To Encourage Real Estate Development Enterprises to Carry Out Housing Leasing Business: to support real estate development enterprises to expand their business scope and use the built or newly-built housing to carry out leasing business; to encourage real estate development enterprises to Lease Commodity Housing in Stock; To Guide Real Estate Development Enterprises and housing leasing enterprises to cooperate in the development of leased real estate. Standardized Housing Rental Agencies: Give full play to the role of intermediary agencies to provide standardized intermediary services. Efforts to improve the quality of intermediary services, and constantly improve the quality of employees, to promote the operation of intermediary institutions in accordance with the law, honesty and trustworthiness, Square Deal. Supporting and standardizing individual rental housing: Implementing preferential policies to encourage individuals to rent their own housing, and encouraging individuals to rent their own housing in accordance with the law. We will standardize individual rental housing, and support individuals in entrusting housing rental enterprises and intermediary agencies to rent housing.

In the central "Rent and purchase" top-level design and "Housing do not speculation" general tone, rent and purchase with the right policy has an important ground to promote the preconditions. However, from the perspective of the coordinated development of rental and purchase in the housing market, there has been a long-term trend of "Emphasizing sales over rent" and "Purchasing different rights", said Yao Jinbo, CEO of member of the National People's Congress, the housing market in China is characterized by a typical "Dual market structure" with "Rent-purchase separation". The first is the unequal rights and obligations of both parties in practice. The lessor often raises the price at will, the false lease, the misappropriation of the deposit, the violent intimidation forced to move out or other reasons to drive away the tenant directly; Second, there are many policy thresholds for the disadvantaged groups to enjoy the basic public services in rental housing. Taking into account the new citizens, “Sandwich layer” groups, we should focus on the differential allocation of rental housing policy.

Reflections on The Development of Housing Rental Market

Encouraging housing rental consumption to improve housing rental support policies: all localities should formulate preferential policies and measures to support housing rental consumption and guide urban residents to solve housing problems through rental housing. The implementation of the Housing Provident Fund to pay the rent policy, simplify the procedures. Non-local household registration lessees may apply for a residence permit in accordance with the relevant provisions of the temporary regulations on residence permits and enjoy the basic public services provided by the state, such as compulsory education and medical treatment. Perfecting Public Rental Housing and promoting the monetization of public rental housing: Changing the security mode of public rental housing, combining the security in kind with the subsidy of leasing. To support the public housing security target through the market rental housing, the government to meet the conditions of the family rental subsidies. We will improve the rental subsidy system and rationally determine the rental subsidy standard in light of the market rental level and the actual situation of the target beneficiaries. To improve the operational security of public rental housing: Local governments are encouraged to adopt the mode of purchasing services or cooperation between the government and social capital, and to transfer the public rental housing invested and managed by the existing government to the operation and management of specialized, socialized enterprises, continuously improve the management and service level. Migrant workers, newly employed college students, young doctors, young teachers and other professional and technical personnel who meet the conditions for admission to public rental housing for local urban residents shall be included in the scope of public rental housing security.

To support the construction of rental housing and encourage the construction of new rental housing: All localities should incorporate the construction of new rental housing into their housing development plans, taking into account factors such as the supply and demand of housing, and rationally determine the scale of construction of rental housing, and in the annual housing construction plan and housing land supply plan to be arranged to guide the rational allocation of land, funds and other resources, the orderly construction of rental housing. Allowing the conversion of premises for Leasing: Allowing the conversion of commercial premises and the like into rental housing, with no change in land use and floor area ratio, and adjusting land use to residential use, the adjusted prices for water, electricity and gas shall be in accordance with the resident standards. It is permitted to lease existing housing after renovation in accordance with national and local housing design codes, in which the original fire protection zoning, safety evacuation and fire separation facilities shall not be changed, and the integrity and effectiveness of fire protection facilities must be ensured.

Increase Policy Support to Give Tax Preference: to the housing rental enterprises, institutions and individuals registered and registered according to law, give tax preference policy support. To implement the relevant policies on housing rental, the individual rental housing, in accordance with the 5% levy rate reduced by 1.5% to calculate the value-added tax; Before the end of the year when the monthly income of a person renting a house does not exceed 30,000 yuan, He/she may enjoy the policy of exemption from value-added tax as prescribed For general taxpayers renting out real estate acquired before the implementation of the pilot change from camp to addition, they are allowed to choose the simple method of tax calculation and pay the value-added tax at the rate of 5% . The income from individual rental housing shall be reduced by half and personal income tax shall be levied; the expenditure on rental of individual rental housing shall be combined with the reform of personal income tax to make a comprehensive study on the deduction of relevant expenses. To strengthen the supervision of Housing Leasing and implement local responsibilities: The Government of the People's Republic of China at the provincial level should strengthen the management of the local housing leasing market, strengthen work guidance, study and solve key and difficult problems. The Government of the People's Republic of China shall take overall responsibility for the management of the housing rental market within its administrative area, establish a multi-sector joint supervision system, clarify the division of responsibilities, and give full play to the role of grassroots organizations such as street and township organizations, carrying out the grid management of Housing Leasing. We will accelerate the construction of a housing rental information service and supervision platform and promote information sharing among departments.

Hypotheses

If you look at the situation in the West, you will find that the western legal system has long been aware of this problem. Renters are naturally weak in their dealings with landlords and are very vulnerable to exploitation by landlords. Therefore, the United States, Europe, Japan and other countries in the early legal behavior of the landlord made a series of restrictions. Landlords raising rents without authorization is a breach of faith on the part of the market. At present, the domestic behavior of this breach of trust almost no relevant treatment, can only allow the growing contradictions between the two sides. In the past there are e-commerce, we like to hear optimistic prices cheap, affordable e-commerce platform products, hope that they can compete with physical stores, promote market fairness. But, an epidemic comes, let a person feel instead entity store is not easy, not only cannot compete with E-commerce, more cannot save oneself under epidemic situation. 2021, the epidemic is still not completely under control, there will be sporadic recurrences, the spread of the vaccine will take a year or two, at this time the store is still hard.

Theoretical Framework

China's real estate Golden 20 years, not only drove up housing prices, but also to increase the rental of shops to an unprecedented height; "One shop to raise three generations," is the image of these high rents bring huge revenue. The rent problem has always been the fundamental problem that impedes the development of the entity store, and the fundamental problem is still the landlord's breach of trust. A good shop operation, higher profits, this time the first thought is not a competitor, but the landlord. Landlord see tenant income is good, will try to raise the rent, a large number of operating incomes for their own. And in the process, the tenant has been in a state of complete vulnerability.

Methodology

The research method used in this paper is a qualitative research method, specifically through investigation, observation, documentation to accomplish the purpose of this paper and to obtain the results of the research.

Results

1. Encourage enterprises, village collectives and enterprises actually engaged in production and operation to sign contracts directly, if the original house is still in the contract period, the second-hand landlord is unwilling to withdraw, the actual operator shall collect evidence on his own initiative, submit the above-mentioned evidence to the owner of the house, and sign the lease contract with the direct operator of the House after the owner has performed the formalities of cancellation of the contract; 2. Suggest that the market supervision department and the Tax Department strengthen the supervision. With the use of the fourth period of the gold tax, it is actually very convenient to see whether the people or companies involved in leasing the House are subletting, being the second landlord, or actually operating. 3. Encourage second-hand landlords to actively transform, change the original thinking of the intermediary, carry out practical operations and actively explore new ways of doing business, 4, promulgates the corresponding law, the law standard commercial housing market management regulation, supports the actual operator, thus promotes the commodity circulation, promotes the economy faster, better development.

Discussions

What does the future hold for brick-and-mortar stores? Although the tide of closure of brick-and-mortar stores is still continuing, but there is no lack of brick-and-mortar stores do better. Brick and mortar stores aren't going to be as disposable as they used to be, and if today's brick and mortar stores continue to rip off customers, they're going to be on the list of 2021 that went out of business!

Conclusions

To sum up, the current housing rental system in China still has some deficiencies, resulting in a series of problems in the process of housing rental, affecting people's daily life and social stability. Therefore, the establishment of a sound rent system has become the primary task, only under the guarantee of the system, can the road into a lifetime development, improve the housing rental market, to ensure the orderly progress of all work.

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THE EXISTING PROBLEMS AND COPING STRATEGIES OF ACCOUNTS RECEIVABLE OF SMALL AND MEDIUM-SIZED ENTERPRISES

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Abstract: Accounts receivable management is an important part of enterprise management, but also an important part of assets. In order to gain a foothold in the highly competitive market, Chinese SMEs tend to use credit sales, resulting in poor management of accounts receivable. This paper analyzes the existing problems of accounts receivable of small and medium-sized enterprises in China, and puts forward the coping strategies to improve the level of enterprise management of small and medium-sized enterprises.

Keywords: Small and Medium-Sized Enterprises, Accounts Receivable, Management.

Introduction

With the rapid development of global economic integration, the level of economic development in the Chinese market has been continuously improved. At the same time, in order to further develop the economy, the State has given many support policies to small and medium-sized enterprises to support their development, and now small and medium-sized enterprises have become an important part of the economy. However, due to the change of market competition environment, enterprise size restrictions, low level of internal management and many other factors, most small and medium-sized enterprises will use credit sales to expand sales, expand the market, reduce product backlog, in order to enhance the status and strength of enterprises in the market competition. Although the way of credit sales can bring profits to enterprises, but also directly led to the increase of accounts receivable, so that enterprises' operating risks are also growing, book income and real income errors, serious, even will make enterprises into an existential crisis. Data show that credit sales account for more than 50% of the total sales of small and medium-sized enterprises, because of the Chinese market environment and the low degree of enterprise credit management development, so that the amount of accounts receivable of small and medium-sized enterprises is increasing, resulting in a series of problems such as bad accounts receivable of enterprises, which also makes it particularly important to solve the problems in the management of accounts receivable of small and medium-sized enterprises.

Research Objectives

Here are some problems that have to find out: What accounts receivable problems exist within SMEs? What are the external accounts receivable tests for SMEs? How to solve the problem of accounts receivable management for SMEs?

As the previous research on accounts receivable management is mainly concentrated in large enterprises, small and medium-sized enterprises still account for the vast majority of the real economy, small and medium-sized enterprises to carry out good accounts' receivable management, improve the quality of accounts receivable, can promote the sustained and healthy development of enterprises, this is the objective of the study. The case enterprises in this paper choose from the electrical machinery and equipment manufacturing industry, belong to the small and medium-sized enterprises in scale, with the help of existing theory and financial indicators to analyze their accounts receivable management level, find out the existing shortcomings and put forward suggestions for improvement, strive for small and medium-sized enterprises accounts receivable management for reference analysis methods and measures, to further improve the management level of accounts receivable of our state enterprises.

The scope of the study in this paper is the management of accounts receivable for small and medium-sized micro-enterprises with a turnover of less than 1000 people or operating income of less than 400 million yuan. This includes its existing internal problems in accounts receivable management, the test of external markets in accounts receivable, and the corresponding coping strategies.

According to the latest information, SMEs account for about 99% of all enterprises in China, 50% of China's gross domestic product, 60% of total exports, 43% of tax revenue are contributed by SMEs, and provide more than 75% of urban jobs. These data show that SMEs have become an integral part of the Chinese market economy. However, due to the small size of small and medium-sized enterprises, business scope is relatively single, resulting in its ability to resist risks in the market, business development level and other internal factors determine the level and scale of enterprise development, while external factors, such as macroeconomic situation, industry development level, market perfection, upstream and downstream enterprise management, national policies, etc., have played a role in the operation, development and survival of small and medium-sized enterprises cannot be ignored.

Under this premise, small and medium-sized enterprises to improve their own level of enterprise management has become a competitive market environment to obtain the core competitiveness of the necessary way. In the daily production and operation process of an enterprise, accounts receivable, as an important part of assets, is of great significance for enterprises to realize income, improve asset quality and maintain good cash flow. If there is a problem with accounts receivable management, it will directly increase the risk of the enterprise, and even affect its survival. In order to increase enterprise income, improve enterprise's ability to resist risks, enhance the core competitiveness of enterprises, and extend the survival cycle of enterprises, this paper draws on the theory and methods of accounts receivable management that have been formed and tested repeatedly in practice to explore how to further optimize the management of accounts receivable of small and medium-sized enterprises, improve the level of enterprise management, and promote the sustained and healthy development of small and medium-sized enterprises.

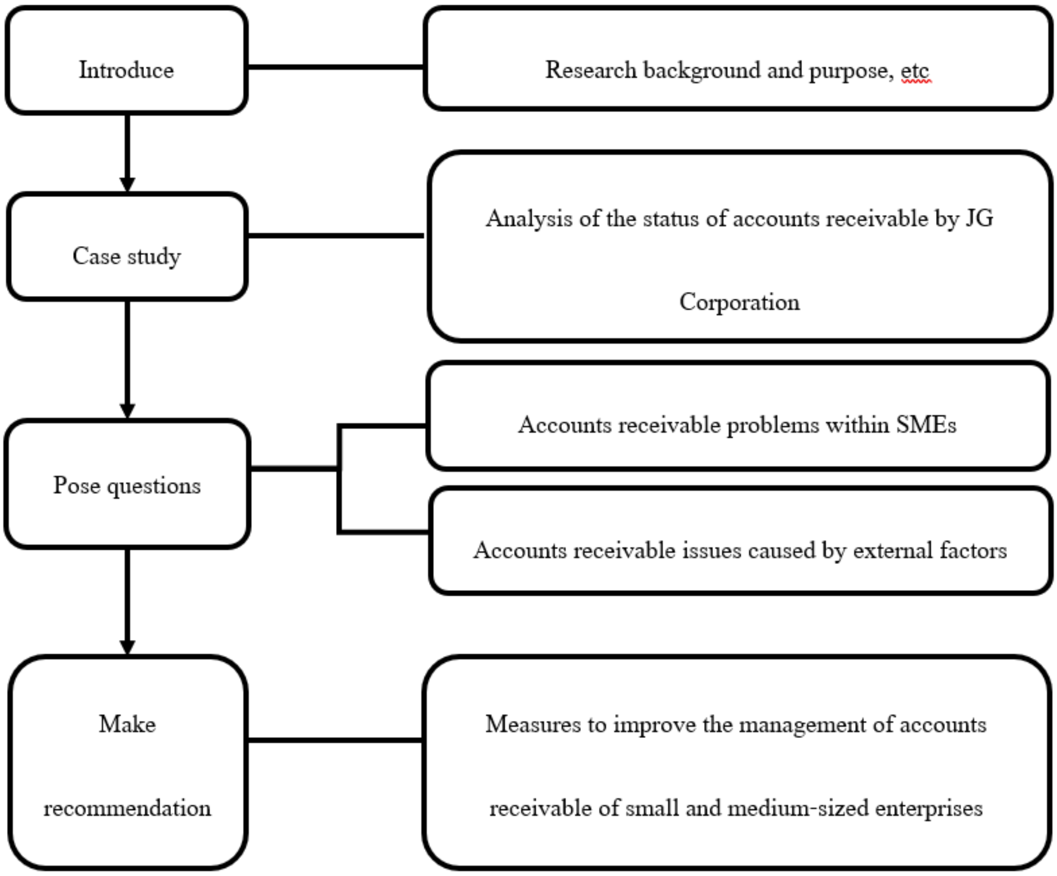

Figure 1: Theoretical Framework of This Study

Accounts receivable as an important part of the current assets in the enterprise assets, and accounts receivable management is also an important part of enterprise management, its level will not only bring about the impact of enterprise production and operation, but also to the internal management of enterprises. As an important asset of an enterprise, the accounts receivable of an enterprise, if the management is not perfect, it will be detrimental to the overall operating situation of the enterprise and hinder the development of the enterprise.

Literatures Reviews

Abelson, Hal. (1981) considered that the roles and responsibilities of the relevant departments in the management of accounts receivable should be clearly divided. For example, the credit department's responsibility is to analyze accounts receivable and point out the problems, and the sales department's responsibility is to collect credit information related to the customer through customer communication and other means, so as to facilitate the customer's credit inspection and final determination. Both parties shall jointly assess the customer's credit rating.

Che, Z.Y (2007) believed that most senior management and accounting functions do not attach great importance to the internal control of accounts receivable. The reason is that the old system of enterprises causes extensive management methods of enterprises, senior leaders do not have sufficient and correct understanding of the risks of controlling operations, and some enterprises are confused about how to establish effective internal control.

Li, J.G. (2017) found that SMES lack accounts receivable management department, and it is suggested that small and medium-sized enterprises should set up accounts receivable management department or post special management.

Chang, Y. (2014) the accounts receivable of the 55 commercial enterprises listed on the Shanghai Stock Exchange are studied, and the current situation of poor management of accounts receivable is put forward from two aspects, one is to formulate improvement policies, including the construction of accounts receivable control, daily accounts receivable management measures and advanced accounts receivable management measures;

Chu, P.X. (2010) considered that the daily management control of accounts receivable of enterprises should be strengthened, the system of preparing bad debts for accounts receivable should be established, the management of overdue accounts should be strengthened, and the risk of accounts receivable should be strengthened in order to realize the comprehensive management of accounts receivable

Latham, L. (2004) discussed the importance of accounts receivable to the enterprise, which directly affects the use of funds, cash flow and the overall income of the enterprise in operation. Through research and analysis, the author summarizes a series of suggestions to improve the account collection management system.

Rose, N. (1981) noted that accounts receivable management was equally important for SMEs. The enterprise should determine which credit policy to use according to the actual situation of the customer. Enterprises should communicate with customers on a regular or irregular basis to track their business conditions and prevent accounts receivable from being recovered in a timely manner. Businesses should conduct in-depth investigations and surveys of customers who have deferred payments, and conduct a detailed analysis of the reasons for the delay in order to take action.

Yang, J.P. (2006) tried to build accounts receivable management system through the systematic management process, including: independent accounts receivable management function, perfect credit policy, corresponding to accounts receivable before, during and after management, strengthen the relationship with other departments coordination

Zhao, Y.J. (2014) taking the accounts receivable management of a large domestic communications service listed company as the research object, combined with the company's 2010-2013 financial year final statement data, the paper describes the quality status of the company's accounts receivable in a combination of graph, table and text analysis.

Shi, M. (2015) the current situation and future development trend of the account collection method are discussed. Firstly, the paper introduces the concept and classification of accounts receivable factoring, and expounds the current situation of accounts receivable factoring in China, that is, the rapid development of factoring business, the level of development is increasing day by day, but there are still banks and enterprises do not pay enough attention to, bank target customer dislocation, financial institutions claims protection effectiveness is insufficient. Based on these disadvantages, the author then put forward targeted measures, and finally pointed out the trend of the future development of the insurance business: First, the mass consciousness to enhance the development of the business of insemination, second, sustained economic growth for the inexhaustible power of the inexhaustible power of the inexhaustible in the case, and third, the open diplomatic environment for the mechanism to build a platform for foreign exchange.

Soufani, K. (2002) a sample of 3805 UK companies using empirical methods found that 212 chose to use adjustment financing services during the period. The study found that factoring financing decisions made by UK companies were not only dependent on factors such as the time they were established, their industry, operating system, and sales, but also the size of the company's liabilities, the likelihood of access to bank credit and the value of collateral required for bank lending. The article points out that enterprises with more debt, large financing gap and difficulty obtaining loans from banks are more inclined to make decisions on mechanism financing.

Zhang, N. (2015) taking the financing of accounts receivable of small and medium-sized enterprises as the topic, this paper discusses the feasibility of accounts receivable financing for small and medium-sized enterprises, and finds out the main problems of accounts receivable financing of small and medium-sized enterprises are poor management of accounts receivable, difficult to confirm the quality of accounts receivable, imperfect laws and regulations, low participation of all parties, and put forward corresponding solutions from the three angles of small and medium-sized enterprises, government organs and social parties.

Research Methodology

Qualitative analysis is to analyze the "quality" of the research object. Specifically, it is the use of induction and deduction, analysis and synthesis, as well as abstraction and generalization, and other methods, to obtain a variety of materials for processing, so as to be able to remove the essence of the rough, remove the false and keep the truth, from the other to the other, from the surface to the inside, to understand the essence of things, to reveal the inner law.

Literature Research

This paper summarizes the research literature on accounts receivable management, and finds that there is relatively little research on accounts receivable management in the current academic circles, so the research object of this paper is determined. In addition, through the study and study of literature, the solution to the accounts receivable management problem is summarized.

Case Study Method

This question selects JG Company of A-share listed enterprises as the representative of China's small and medium-sized enterprises as the object of case study, makes a concrete analysis of its accounts' receivable situation, digs deep into the case study of the problems in the management of accounts receivable of small and medium-sized enterprises, and gives a coping strategy.

Results

Table 1: JG's 3-Year Accounts Receivable Related Indicators (Units: YUAN)

	YEAR	2018	2019	2020
JG Corporation	Accounts Receivable	342,979,552.95	353,333,837.11	380,044,190.85
	Total Assets	841,895,650.68	806,771,066.37	855,587,504.02
	Liquid Asset	744,952,895.09	692,413,918.16	714,205,354.71
	Operating Income	510,535,894.78	505,894,499.31	527,959,266.71
	Accounts Receivable/ Total Assets	40.74%	43.8%	44.42%
	Accounts Receivable/ Current Assets	46.04%	51. 03%	53.21%
	Accounts Receivable/ Operating Income	67.18%	69.84%	71.98%

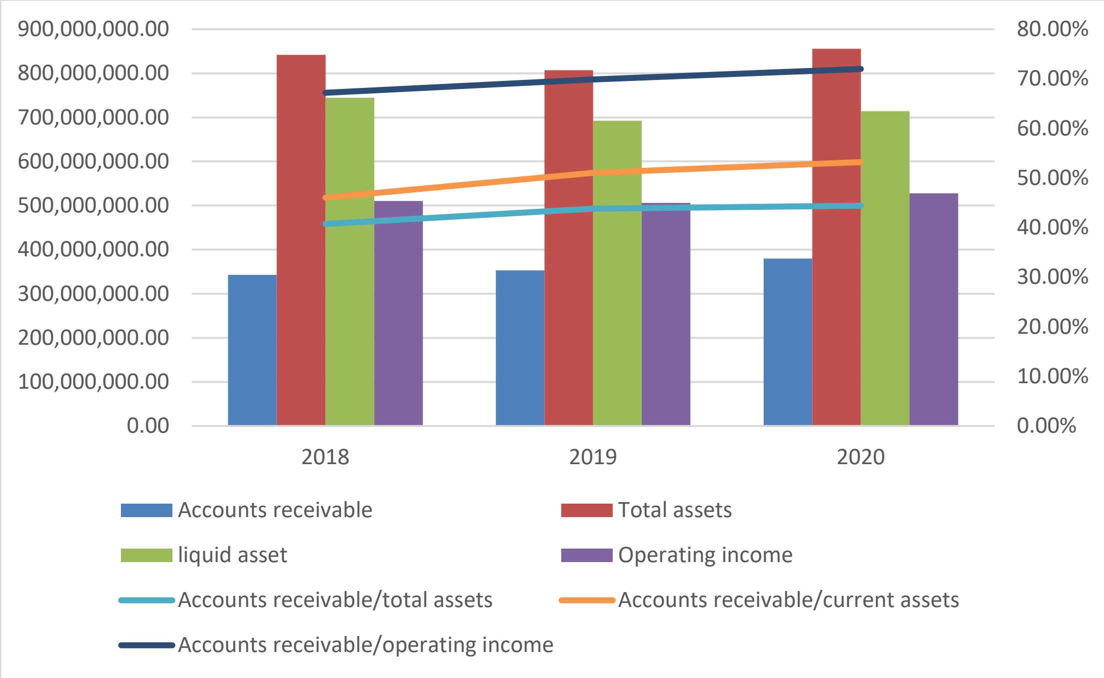

Figure 2: Indicators Related to Accounts Receivable For 3 Years of JG Corporation (Units: YUAN)

(Source: Annual Report of Listed Companies)

The proportion of accounts receivable to total assets and current assets is an important index to measure the use of funds of an enterprise, the higher the ratio, the higher the occupation of accounts receivable convective funds, the weaker its short-term solvency, the greater the likelihood of financial risk, in accounts receivable management more mature enterprises, the ratio is generally controlled within 0.2 and 0.3. The proportion of accounts receivable in the main business income is an important index to assess the quality of accounts receivable of an enterprise, the higher the item ratio, indicating that the company's accounts receivable quality is worse, the more difficult it is to return, the greater the risk of bad debt losses. Companies that are more mature in accounts receivable management generally keep the ratio within 0.15. JG's accounts receivable as a percentage of total assets increased to 44.42% from 40.74% in 2018, while accounts receivable increased to 53.21% of current assets from 46.04% in 2018 The proportion of operating income has continued to grow from 67.18 percent in 2018 to 71.98 percent in 2020, and the unhealthy ratio does not decrease or increase, which shows that the quality problems of accounts receivable are serious and it is urgent to solve the problems in accounts receivable.

Discussions

First, the accounts receivable management system is not clear in the division of labor between departments, sales departments only pay attention to the company's sales performance, thus ignoring the possibility of bad debts, enterprises do not pay attention to the situation of sales returns, and did not include the effective recovery of accounts receivable into the assessment criteria. The financial department does not reflect the information on the arrears in time, which brings a heavy burden of operation and operation for the enterprise.

Second, many small and medium-sized enterprises have not established an independent credit management department, lack of credit assessment of customers, also did not do a good job of collecting customers' business conditions, commercial credit, market pre-investigation and analysis is not in place, in the absence of a detailed investigation of customer credit, on the signing of credit contracts with customers.

Third, the enterprise has not yet set up a professional accounts' receivable management department, no one corresponding to the collection of accounts to do continuous tracking, statistics, collection and other work. After the conclusion of the contract also did not track the customer's credit changes management, in the event of an emergency or the customer's ability to pay, the enterprise will face the accounts receivable cannot be recovered in a timely manner and the possibility and risk.

Fourth, the enterprise's business philosophy backward and insufficient risk awareness, reflected in the management too much emphasis on performance, and ignore credit risk, when the performance and credit risk conflict, often can only make credit risk give way to performance, and some enterprises receivables a large proportion, once too long, this overdue account can only become the company's bad debts, bad debts.

As a result, SMEs will no longer make changes in accounts receivable management, and the company's economic benefits will only be reduced.

First, market competition pressure. China is in the period of socialist market economic development, there is huge market competition pressure, in the business price, quality level, after completion of after-sales service and other roughly the same situation, small and medium-sized enterprises in order to occupy a place, seek high development, blind credit sales as an important means to expand business cooperation, improve transaction volume is widely used by enterprises, which makes enterprises in a short period of time business volume increased, but the number of accounts receivable also rose sharply, resulting in a shortage of funds, turnover difficulties. Once the enterprise capital chain problems, the survival and development of enterprises will be seriously threatened.

Second, the construction of the market credit system is not in place, some units and individuals who deliberately default on payments lack effective supervision, there is no set of specific rules for these units and individuals to restrain. SMEs that provide goods or services to these units and individuals are at risk of credit sales, which may even affect their development and survival.

Conclusions

In the process of account receivables management of small and medium-sized enterprises, a separate accounts receivable management department should be established, or a special accounts receivable post specialist should be set up. At present, there are generally three ways to set up accounts receivable management positions or departments in China, one is that the department or position is set up in the sales department, managed by the sales department; The ideal organizational structure is the third, maintaining the independence of accounts receivable management, the worst way is to put in the sales department, may cause accounts receivable management to succumb to business pressure, accounts receivable flow in form. Independent accounts receivable management department or position can maintain mutual supervision of various departments, timely detection of problems, correction of problems, dispatch all the company's resources to solve problems.

Improve the credit management awareness of small and medium-sized enterprises, the establishment of accounts receivable responsibility system. Small and medium-sized enterprises should strengthen the training and learning of sales staff, strengthen the customer credit management awareness. There are many methods to carry out enterprise credit assessment, such as 5C assessment method, credit rating method, credit score method. Enterprises should conduct a scientific assessment of the credit rating of customers in the event of credit sales. For customers with poor credit rating, they cannot use credit sales, the enterprise that evaluates the information well can track the recovery of receivables in a timely manner after credit sales, and control the accounts receivable of enterprises from the source. Enterprises should regularly study the legal aspects of each employee, cultivate their legal awareness and risk awareness, so that each employee establish a correct view of consciousness, not only income, but no repayment. The accounts receivable of an enterprise originates from the sales business of the enterprise, and the management of accounts receivable of small and medium-sized enterprises has an inseparable relationship with the sales personnel. Therefore, enterprises should carry out pre-job training for sales staff, emphasizing that in improving sales performance, but also pay attention to the recovery of funds, accounts receivable recovery is also their very important work, if bad debts occur, the relevant sales staff also bear certain responsibilities. When calculating a salesperson's salary, you can't just look at the sales performance on the sales invoice, you should decide on his salary and bonus based on the amount that can actually be recovered. Managers of small and medium-sized enterprises usually divide the bonus into two parts, one is based on the amount of accounts receivable on the books, the other part is based on the number of accounts receivable actually recovered by the enterprise.

Small and medium-sized enterprises should adopt appropriate collection methods for accounts receivable according to their own circumstances, customer type and business conditions. Sales staff or accounts receivable specialists for different customers, can be issued statements, communication with customers customized repayment plan and other ways to collect. For customers who receive information, communicate with obstacles or have pushing behavior, they should take legal measures in a timely and decisive manner, and the sales department, financial department and legal department of the enterprise shall collect evidence and information in a timely manner, preserve it before filing a lawsuit with the competent court or arbitration commission, and file a lawsuit in time to recover the collection of accounts after the customer's relevant assets have been frozen.

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THE IMPACT OF PERFORMANCE PAYS CHARACTERISTICS ON PERFORMANCE

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Abstract: A good incentive mechanism is the foundation of high employee performance, and the salary system is one of the most important incentive methods for an enterprise. After the great success of Lincoln Electric, performance-based compensation is considered by the business community to be a better incentive model and has become one of the most used incentive methods for enterprises. However, companies who want to develop an effective performance-based compensation system face many difficulties, and the effect of the performance-based compensation system is also very limited. Therefore, how to improve the effectiveness of the performance-based compensation system for employees has become an important research topic in the field of human resource management.

In the past, the research on performance pay was mostly limited to the system itself and did not analyze the characteristics of the system. Based on the previous literature, this research further explores the characteristics of the performance-based compensation system itself. At the same time, it examines the staff's attitude towards renewal pay and its impact on performance

Keywords: Pay for Performance, Job Satisfaction, Employees, Task Performance.

Introduction

With the increasingly fierce competition among enterprises, employee performance has gradually become the driving force behind the growth of enterprises. And talent incentives have increasingly become the top priority for companies to improve their performance. Only the employees' potential can be tapped and played to the greatest extent. Only in order to continuously improve the performance level of employees and organizations, can the company maintain its competitive advantage in the increasingly or cool competition loop.

A good incentive mechanism is the basis for improving the performance of employees, and the weight of the salary is one of the most important incentive methods for an enterprise. Traditional excitement theories, such as the level of need theory and the two-factor theory, regard material reward as the most basic low-level incentive method, but more and more empirical studies have shown that money motivates employees far stronger than people think. In some cases, even beyond the incentives of other factors (Rynes, Gerhart & Parks, 2005). Therefore, salary incentives have quickly become the primary way for managers to encourage employees. Performance compensation is one of the most common incentives.

Research Objectives

In today business situation, pay for performance have become more important than ever for several reasons' managers have fewer ways to influence employees and shape their behavior.

The problem here is that most organizations have gone under because their organizational pay for performance systems do not favour employee and thereby do not motivate them towards putting their best into their job. There are many discrepancies that occur in organizations due to an inappropriate pay for performance system. Also as pay for performance system is in the field of human resource, it is an opportunity to increase management knowledge in this complex field one of the problems.

The new remuneration system is an objective existence of human resources set up by enterprises for various goals. However, there is a difference between the human resources practice that employees perceive and the human resource practice of the enterprise itself. This is also the starting point for many scholars to study "perceived human resource practice". How does the characteristics of the performance pre-allocation system affect employees' salary attitudes, including salary satisfaction and salary fairness? It is also one of the areas that scholars generally pay attention to.

Although previous studies have conducted Feng Chuang research on the influencing factors of performance pay and other internal customers, there are few studies on the characteristics of performance pay system itself. The current research has not yet reached a consistent conclusion on how much the performance compensation system motivates employees. Performance appraisal content, reward form, and incentive intensity. The degree of participation in the implementation of the assessment and the equality of organizational compensation communication will affect the effectiveness of performance compensation and employees' perception of the system itself. This study hopes to analyze the characteristics of the performance-based compensation system itself to examine how it affects employee perception. At the same time, study its impact on employee continuity.

The research objectives of this article are as follows:

(1) Analyze the characteristics of the body of the performance salary deletion system and examine its impact on employee salary fairness and satisfaction perception.

(2) Study the buffering effect of employees' general self-efficacy on the relationship between the characteristics of continued pay and their attitudes towards pay

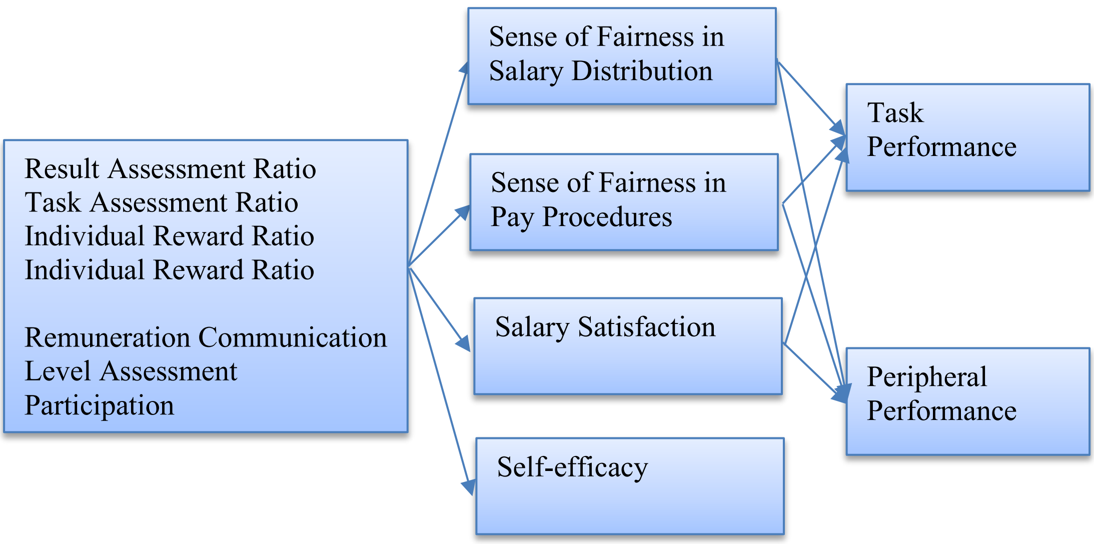
(3) Explore the impact of employee compensation on employee performance

(4) Explore the mediating effect of salary attitude on the relationship between performance salary characteristics and employee performance

The study was conducted in the following private company, and the focus of the study is on all employees of the company. The research analyzes the relationship between performance and salary and job satisfaction of all employees in the company. The total population of this study is 2387 employees working in enterprises. The questionnaire is a questionnaire sent to the employees or workers of the company

A humanized incentive system is the basic driving force for enterprise development and employee growth. Those who contribute more. It deserves more rewards. In other words, employee encouragement is closely related to the performance of the company. For the introduction of any incentive policies and measures, the first issue that must be considered is the extent to which remuneration is based on continued effectiveness. For an enterprise, a performance-based compensation system that conforms to the internal and external environment and the personality of the employees will increase people's work productivity. In this way, to a certain extent, various positive behaviors of employees are motivated and have a positive impact on the growth of the enterprise.

Literature Reviews



Pay for performance refers to all the provided tangible rewards an employee receives from the employer as part of the employment relationship (Wright, 1991). The Society for Human Resource Management has defined pay for performance as systematic approach to providing monetary value to employees in exchange for work performed (Dessler, 2005). Pay for performance may achieve several purposes like assisting in recruitment, job performance, and job satisfaction (Tella et al., 2007). It can be said that pay for performance is the "glue" that binds the employee and the employer together in the organized sector, which is further codified in the form of a contract or a mutually binding legal document that spells out exactly how much should be paid to the employee and the components of the compensation package.

Pay for performance as it is a complex topic that has significant impact on organizational success (Dessler, 2005), and for any organization to succeed, it must not look up to capital investment but to its employees as the fundamental source of improvement with the understanding that the human element and the organization are synonymous (Tella et al., 2007). Thompson (2002) suggests that: definitions of total pay for performance typically encompass not only traditional, quantifiable elements like salary, variable pay and benefits, but also more tangible cash elements such bonus, and incentives, which provided by the work itself and the quality of working life provided by the organization.

Cowin (2002) indicated pay is an important component for the retention of nurses because if they feel inequality regarding pay between their profession and others' profession, they got dissatisfied and disappoint with their profession. Less pay as compared to work done is one of those extrinsic factors which is responsible for job dissatisfaction (Robbins, 2003). Yang, Miao, Zhu, Sun, Liu and Wu (2008) suggested that, in Chinese forces it is considered that pay and satisfaction influence each other. Pay has direct influence on satisfaction level of employee. Nguyen (2003) described that pay is one of those satisfying variables which hindered reduces the dissatisfaction level of employees.

Robbins and Judge (2013) described job satisfaction as positive feelings about a job, resulting from an evaluation of its characteristics. A person with high level of job satisfaction holds positive feeling about his or her job, while a person with a low level holds negative feelings. Job satisfaction can be influenced by a variety of factors. Opkara (2002) stated that factors such as pay, the work itself, supervision, relationships with co-workers and opportunities for promotions have been found to contribute to job satisfaction.

Job satisfaction results from an evaluation of the job's characteristics. Job satisfaction is defined as how people feel about their jobs and different aspects of their jobs (Hedge and Borman, 2012). Job satisfaction is the extent to which people like or dislike their jobs and the degree to which they feel positively or negatively about various aspects of their jobs. According to Obisi (2003), the assumption behind this definition is that people can balance their specific satisfactions and dissatisfactions and arrive at a general degree of satisfaction with their job.

Before proceeding to the ensuing debates of rewards management it is essential to focus on the concept of job satisfaction and to show the extent to which it is affected from financial and non-financial rewards. The term "job satisfaction" is also a very significant one, which is widely used within the literature of human resource management. Job satisfaction is a theoretical construct closely related to motivation theories and relevant to leading theories of job behavior (Smith et al, 1969). Over the years a growing number of behavioral scientists have generated an accumulated knowledge with their investigation on the crucial issue of job satisfaction and motivation. The most representative theories are those of Maslow (1954), McGregor (1985), Herzberg (1986).

Methodology

The purpose of this research is to explore the impact of corporate performance compensation on job satisfaction. The methodology of this study is based on quantitative methods. This study adopts the survey method and collects data through questionnaire surveys.

Quantitative research is to explain phenomena by collecting numerical data analyzed using mathematical methods. This means that professional quantitative research is based on accurate data. Therefore, reasonable settings have been made in the questionnaire settings, population and sampling design, and data collection.

Results

The main conclusions of this research are as follows: In the process of implementing new performance rewards, performance appraisal focuses on results rather than process, and task performance is the focus of the appraisal. Remuneration is mainly based on individual rewards, increasing the proportion of renewal remuneration, increasing employee participation in employee assessment, strengthening the organization’s new remuneration communication level, and employees’ remuneration fairness and satisfaction can be significantly improved. (2) Among all the characteristics, the impact of salary-related characteristics (individual reward ratio, renewal salary ratio, salary communication level) on salary satisfaction is buffered by employees' general self-efficacy. The lower the employee's general self-efficacy, the individual rewards, Performance salary incentive intensity and organizational salary communication level have greater impact on employee salary satisfaction; while the relationship between assessment-related characteristics (result assessment ratio, task assessment ratio. Employee assessment participation) and salary satisfaction are not affected by employees’ general self the effect of efficacy

Discussions

The sense of salary fairness can significantly improve employees' peripheral continuity, but the impact on task performance is not significant; salary satisfaction can significantly improve employees' task performance. But the impact on surrounding performance is not obvious.

A good performance compensation system can improve the performance level of employees, but this effect is not a direct effect. It is the intermediary effect of employee compensation fairness and satisfaction.

Conclusions

However, performance pay also has many shortcomings. The greatest significance of the performance-based compensation system is to reward those who work the hardest. Those who have contributed the most have a certain motivational effect on employees and are gradually accepted by enterprises and business departments. at the same time. Some scholars believe that weak performance pay has the following shortcomings: It is difficult to reward individuals for continued performance. Employees have doubts about whether there is a correlation between salary and performance, the system design and implementation process are not appropriate, the assessment is full, the assessment standards and methods are not clear, the reward intensity is difficult to control, etc.

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THE INFLUENCE OF WECHAT FRIEND INTERACTION ON CONSUMER PURCHASE TRUST: THE MEDIATING ROLE OF PERCEIVED VALUE RESEARCH

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Abstract: The widespread use of WeChat is a development platform pursued by Chinese companies. It makes WeChat marketing's circle of friends become new media marketing and is one of the marketing methods with the most development potential in modern marketing. This study takes WeChat Moments as the research object, and on the basis of previous research results, adopts the method of empirical analysis to construct a model of influencing factors of consumers' trust in enterprises under the influence of network regulation. Shopping experience and perceived value and designing questionnaires. The researchers selected 378 valid samples through random sampling. The analysis results are as follows:1. Interactivity positively affects trust attitude and perceived value; 2. Consumers with positive perceived value trust attitude; 3. Online shopping experience affects the impact of interaction on trust attitude. Therefore, the research on network marketing formulates marketing strategies for the realization of corporate marketing goals and provides management inspiration and suggestions for future research.

Keywords: WeChat Moments, Marketing, Interactive, Sexy Value, Online Shopping Experience.

Introduction

The US IT research firm Gartner released a report in January 2018 that global computing equipment shipments will reach 2.6 billion units in 2018, a year-on-year increase of 1.9%. Meanwhile, Gartner predicts that by the end of 2018, 82 percent of all mobile phones worldwide will be smartphones, up 12 percent from 2015. In addition, end-user spending on mobile phones will grow by 1.2%. On August 19, 201, the world's leading third-party data mining and integrated marketing agency for mobile Internet (iiMedia Research) released the "2017-2018 China Smartphone Market Research Report", showing that the scale of China's mobile Internet users in 2018 reached 6.9 100 million, of which 624 million are smartphone users, accounting for about 90% of the total number of mobile phone users.

China Internet Network Information Center (CNNIC) released the 37th "Statistical Report on

China's Internet Development" on January 22, 2018. As of December 7, 201, China's mobile Internet users reached 620 million, accounting for 90.1% of the netizens passing by. Mobile internet access. The number of netizens who only use mobile phones reached 127 million, accounting for 1.8.5% of the total netizens. The scale of mobile online payment users reached 358 million, an increase of 64.5%. The proportion of Internet users who use mobile phones to pay online increased from 39.0% at the end of 2016 to 57.7%. This shows that Chinese netizens are intensively using mobile devices, and mobile phones have become the primary factor driving the growth of netizens. At the same time, Chinese netizens are becoming more accustomed to mobile shopping.

On the Internet, the China Internet Network Information Center (CNNIC) released the 37th "Statistical Report on China's Internet Development". As of December 7, 201, the number of Chinese netizens reached 688 million, and the Internet penetration rate reached 50.3%. The name is half over. Among them, 39.51 million new netizens were added in 2016, an increase of 6.1%, an increase of 1.1 percentage points over 2015, and the growth rate of netizens has increased. The "Report" also shows that the proportion of Internet users accessing the Internet through Wi-Fi wireless network is as high as 91.8%, an increase of 8.6 percentage points compared with June 6, 201. It has become the preferred way for netizens to surf the Internet in a fixed location. The gradual improvement of the network environment and the rapid popularization of mobile Internet access have stimulated the demand for mobile Internet applications. Mobile Internet is the product of the integration of mobile and Internet. It combines the advantages of mobile, anytime, anywhere, Internet, and Internet sharing, openness, and interaction. It quickly became popular due to its high portability, privacy and lightness.

WeChat is a free application launched by Tencent on January 21, 2010, providing instant messaging services for smart terminals. WeChat supports cross-communication operators and cross-operating system platforms to quickly send free (using a small amount of network traffic) voice over the network. SMS, video, image and text. At the same time, you can also use shared streaming content and content from location-based social plugins, such as Shake, Drift Bottle, Moments, Public Platforms, Voice Notes. This "wait" service plugin. According to the 2015 version of WeChat data report released by Penguin Think Tank, as of the first quarter of 2015, WeChat has covered more than 90% of smartphones in China, with 549 million monthly active users. At the same time, the total number of WeChat public accounts of various brands exceeded 8 million, the number of mobile application connections exceeded 85,000, and the number of WeChat payment users reached 400 million. Penguin Think Tank released the latest 2016 WeChat data report. Over 90% of WeChat users use WeChat every day. Half of users use WeChat for more than an hour a day. Most users have more than 200 friends. 61.4% of users open WeChat and swipe “Moments” every day, and nearly 70% of users pay or transfer more than 1,000 yuan per month.

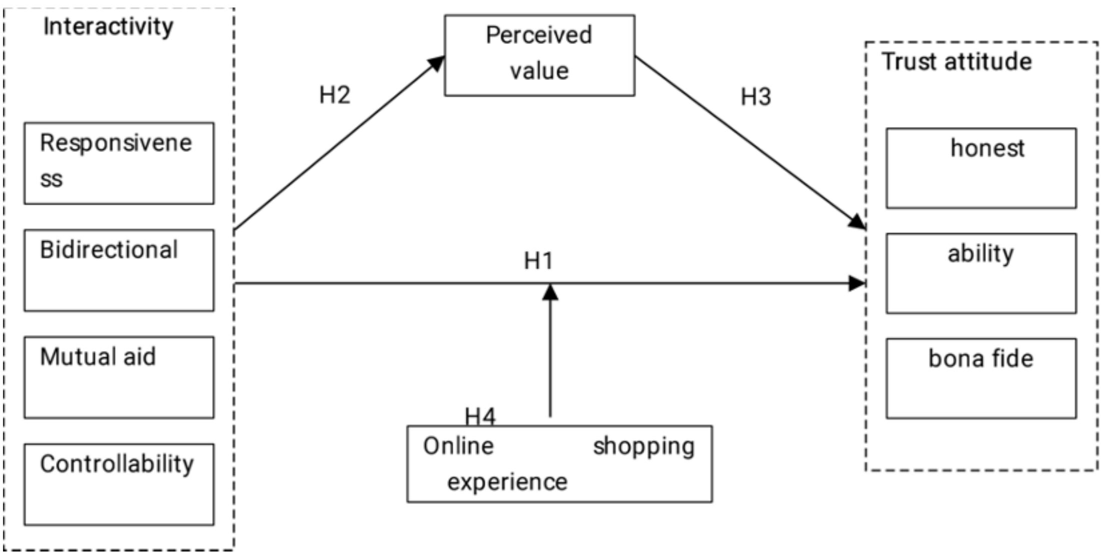
Research Objectives

1. Study the relationship between consumer trust and WeChat Moments interaction
2. Study the relationship between consumer value perception and WeChat Moments interaction
3. Research whether the higher the value perception of WeChat Moments, the higher the consumer trust
4. Does the interaction of online shopping experience in WeChat Moments have any moderating effect on consumers' trust attitude?

Scope of the Study

The subjects of this study are all people who have used WeChat Moments. This study used a combination of random sampling and convenience sampling. The sample for this study was the general population. However, due to time, geographical and cost constraints, it is not easy to conduct a large-scale survey across the country. This study adopts the method of inviting respondents to send questionnaires through online chat tools. According to the statistical report of the China Internet Network Information Center, the proportion of Chinese netizens using communication network applications is as high as 50% (Tencent Technology, 2015). In this study, the questionnaires that need to be filled out will be published on the Internet. At the same time, the questionnaire invitations will be issued in virtual communities such as Tencent QQ and WeChat. The author immediately explained the questionnaire when he found any objection, and thanked him for his participation.

Theoretical Framework



Literature Reviews

WeChat Moments Marketing Research Summary

Because WeChat, an emerging social media, appeared relatively late compared to other social media, the research on WeChat marketing in academia is still at an immature stage, and there are still many issues to be explored. This study sorts out the previous research results and summarizes the previous views.

Qin Kai (2012) analyzed the advantages and disadvantages of enterprises choosing WeChat marketing under the development of mobile Internet, provided reference and suggestions for enterprises to carry out active marketing activities, and pointed out that WeChat marketing can have a positive impact on enterprises.

Wu Jingtun (2013), starting from the innovative functions of WeChat marketing, believes that the core competitiveness and advantages of WeChat marketing are reflected in the interactive communication of implicit marketing and self-talk, low-cost and international information analysis, flexible social, and individual needs. The multi-state interactive marketing of mining, WeChat and Weibo analyzes the competitiveness of this marketing method, analyzes the characteristics, status quo and existing problems of WeChat marketing in the publishing industry, and provides relevant suggestions for WeChat marketing in the publishing industry. and development strategies.

Zhang Xiangyang and Su Yingying (2013) built an online word-of-mouth aggregation model that integrates social networking, location services, and group chat functions. From the perspective of combining enterprise customers and contacts, online and offline product and service marketing, it is proposed that enterprises can use warmth. The platform conducts relevant strategies for online marketing activities and information dissemination.

By combing past research on WeChat marketing, it can be seen that scholars have conducted more qualitative research on WeChat marketing and relatively little quantitative analysis. The research of WeChat marketing mainly focuses on the characteristics, marketing forms, theoretical basis, advantages and disadvantages, and communication methods of WeChat marketing. Therefore, it is necessary to build a conceptual model of WeChat interactivity, perceived value and online shopping experience on consumers' trust attitude based on previous research results, so as to better provide suggestions for merchants' WeChat marketing strategies.

Interaction and Related Research

The Concept of Interactivity

In the early days, when the Internet was not yet popularized, the research on interactivity mainly focused on the interaction between users and computer media. Rice & Associates (1984) considered interactivity as the effectiveness of multiple information choices. When users have a large selection of information, there is a lack of choice for interaction and information. Schegloff (1992) believes that interactivity is the flexibility of language change, which is reflected in the exchange of information between the two parties. Rice & Love (1987) defined the degree of interaction and the degree of control from the communication process. It believes that interactivity reflects how quickly a website responds to customers, and whether senders and receivers can interchange roles. Bratberg and Dayton (1991)

Describe interactivity as the ability of media to facilitate interpersonal communication regardless of time and distance. Steure (1992) argues that interactivity is the degree to which consumers implement the content and form of information through media. The higher the degree, the stronger the interaction. It can be seen from the above that early research on interactivity emphasized the interaction between humans and computer media, reflecting the corresponding communication between computers and users (Liu & Shrum, 2002). With the popularization of the Internet and the development of electronic technology—business, scholars have studied the interaction under the Internet, and the connotation of communication has expanded from the interaction between people and computers to the interaction between people and information. Based on computer network, Hoffman & Novak (1996) divided network interaction into human-computer interaction and human-to-human interaction. Human-computer interaction refers to access to hypertext content. Human interaction is the communication between people through computers. Massey & Levy (1999) divided the network interaction in news into content interaction and human interaction. Cho & Leckneby (1997) divide communications into consumers and machines, consumers and other consumers, and consumers and information. Cho & Leckneby (1997) divide the interaction relationship into three types, namely user-media interaction and user-user information interaction. Liu & Shrum (2002) believed that interactivity should include three face-to-face contents, namely the interaction and level between communicators and information, communicators and media, and communicators. This definition covers the interaction between information, communicators and communication-media.

Interaction Dimension

With the deepening and development of interaction research, there are more and more related studies, and the content structure of interaction is more and more important for scholars. In different studies on interactivity dimensions, because different scholars have different views on the content and composition of interactivity, there is no unified structure, and the extracted interactivity dimensions are also different. These studies define the dimension of interactivity from different perspectives.

Based on access and control, Ku (1992) proposed the dimensions of interaction, including timely feedback, communication, responsiveness, diverse sources, participation equality, and termination ability. Steuer (1992) argues that interactivity includes:

- Speed refers to the response time of the media to customer operations. Real-time communication and interaction can influence how people rate a website.
- The scope of control refers to the extent to which the properties of the media environment can be modified. For example, the form of expression of information, the organization of information, etc.
- Processability is the type and behavior of customer interactions with the media environment.

Deighton (1996) considered the accessibility and responsiveness dimensions of interactive guarantees. Availability refers to the delivery of information to those in need, and responsiveness refers to the ability of the Internet to collect and respond to information alone. Liu & Shrum (2002) argue that interactivity includes: activity controls the active and instrumental actions that affect the controller's experience, and two-way communication refers to the company's ability to communicate with users, users and users, and the degree of simultaneous user communication. Synchronization to get enough feedback. Jiang et al. (2010) considered that the website interactivity related to customer online shopping includes mechanism interactivity and social interactivity. The interaction at the mechanism level mainly refers to the interaction at the technical mechanism level, while the interaction at the social level mainly refers to the interaction at the social communication level. The interaction at the mechanism level is the control of consumers in the process of information selection and website dissemination activities. Cooperation at the social and social communication level is mainly manifested in dialogue and communication between users.

In recent years, Chinese scholars have also noticed a key role. Interactivity in Online Consumer Behavior and E-Commerce Management, Interactivity Explained and Researched. However, they mostly introduced interaction theory and theoretical analysis, and few useful empirical studies were conducted. Among them, Tang Jiageng (2006) divided the interaction between consumers and online providers, websites and other consumers. Zhong Chengjing (2011) verified the three dimensions of interactive communication, controllability and responsiveness. Guo Guoqing and Li Guangming (2012) regarded interactivity as two dimensions of control and bidirectionality, and conducted empirical verification.

Perceived Value and Related Research

Definition of The Concept of Perceived Value

Since the early 1980s, academia has continuously put forward various theories of customer value perception, which has become a field that scholars are keen to study. However, due to differences in research focus and family supervision, the definition of customer perceived value has not formed a unified understanding. Zeithaml (1988) believes that perceived value refers to the overall evaluation of the utility of products and services by customers after weighing the expected benefits and costs they need to pay in the process of purchasing products and services. This is also the first systematic comparison of perceived value. Duninsky (1994) believed that customers' perceived value is determined by perceived risk, product quality, service quality and experience value. Woodruff (1997) defines customer value as the customer's perception of product performance, product attribute performance and use results in a specific use environment to achieve their purchase intention. Fan Chengxiu and others (2003) believed that perceived value refers to an individual's subjective perception of the value of goods and services provided by an enterprise. Zhong Kai and Zhang Chuanqing (2013) found in the research on the influence of customer perceived value on purchase intention under the online consumption environment, perceived value includes functional value, emotional value and social value, which has a positive impact on the purchase intention of online shopping consumers, among which emotional value It has the most significant impact on the purchase intention of online shoppers.

Perceived Value Dimension

The customer-perceived value dimension is generally used to construct a customer-perceived value scale. Gross (1991) first proposed a multidimensional model of perceived value, including five dimensions: functional value, social value, affective value, cognitive value and situational value. Among them, practical value refers to the physical properties of the product that meet the practical or functional purpose. These attributes are the basis for customer evaluations when purchasing a product. Social value is the utility of a product or brand that enables customers to connect with and embody other social groups. Affective value refers to the ability or service of a product or brand to change the psychological or emotional state of consumers; cognitive value refers to the ability of a product or brand to provide customers with a new experience, generate novelty, or satisfy the pursuit of specific knowledge; contextual value means in some cases, a product or brand can exhibit a greater functional or sociological function.

Jarvenpaa & Todd (1997) believed that customer value perception is divided into product perception, purchase experience, service and risk perception. Sweeney & Soutar (2001) took retail and durable goods as research objects, took the price factor as an independent dimension from functional value, and analyzed that the impact of quality and price on perceived value is different. Therefore, they argue that utility value is divided into functional value quality factor and technical value price factor, while useful value price factor is defined as customer's perceived effect of short-term and long-term reduction. the cost of the product. Zhong Xiaona (2005) studied the composition of perceived value. In the context of online shopping, customers believe that customer perception includes three dimensions: perceived profit, perceived loss and perceived risk, of which perceived growth includes product perceived quality, website experience and symbolic benefits; perceived loss includes monetary and non-monetary expenses; Perceived Risks include the risk of being cheated and returned.

Chen Xinhui and Jin Xin (2007) took digital cameras as the research object and divided perceived value into functional value, emotional value, new economic value and social value. Xiong Zengjing (2010) divided the perceived value of online game customers into five dimensions: social value, safety value, functional value, thought cost and loss value.

Online Shopping Experience and Related Research

Online shopping experience refers to the experience of consumers using online shopping. Consumers from different backgrounds have different attitudes and behavioral intentions towards production. Consumers with different experiences process information differently and develop attitudes that influence consumer behavioral intentions. Pang Chuan and Chen Zhongmin (2004) confirmed through empirical research that personal factors such as consumers' online shopping experience, personal income, and ability to accept new things have a positive impact on consumer trust. Lohse et al. (2000) found through research that the longer consumers spend online, the more likely they are to shop online. Micheal (2011) believes that the familiarity of computer operation in Internet use experience will affect consumers' online shopping. Moorman's (1993) study found that experience has an impact on trust levels, with experienced users having lower levels of confidence compared to inefficient use.

Gefen (2000) conducted a survey of online store users and confirmed that consumer familiarity with sellers and the shopping process has a positive impact on customer trust, and consumers' familiarity with sellers and shopping processes and consumers' trust in sellers influence their shopping intentions. Geffen Wait (2003) believed that with the enrichment of online shopping experience, the relationship between consumers' perceived usefulness and their behavioral intentions would be more stable. Xiang Shengtian and Liu Chunlin (2008) found that consumers' online experience moderated the relationship between shopping website interface quality and customer satisfaction. Among them, shopping sites have no quality, including customization, interactivity, convenience and website functionality. four dimensions. This study uses online shopping experience as a moderator to explore the influence mechanism of WeChat platform interaction on customer trust attitude.

Research Methodology

Research methods are critical to the validity of research results. Therefore, two kinds of research methods, including qualitative research and quantitative research, are used in this study.

This research uses Howie, Wanfang, Weipu and other Chinese databases, Web of Science foreign language databases, Baidu search engine, etc. to collect the theoretical basis and other materials used in the research. And summarize the existing research results of WeChat Moments Marketing, Moments interaction, customer trust attitude, customer price perception, online shopping experience, etc., and carefully sort out the theoretical support for the construction of the research model and the formulation of research hypotheses.

The study design was refined and formed an appropriate questionnaire according to the proposed research model and assumptions. The questionnaire of this study is designed as a structured questionnaire. It is planned to modify the survey words through the pre-test questionnaire, and delete the items with low discrimination, reliability and validity in the census, so as to improve the answerability and validity of the questionnaire. Inquiry and security, culminating in a formal hearing on data collection. The questionnaire survey was conducted in the form of an online questionnaire. Respondents filled out the questionnaire through an internet page and submitted it online.

After obtaining the original data, the statistical analysis software SPSS was used to conduct reliability analysis, validity analysis, factor analysis, correlation analysis, structural model path analysis, and AMOS was used to test the research hypotheses involved in the research model.

Results

- The more interactions in WeChat Moments, the higher the consumer trust;
- The more interactions in WeChat Moments, the higher the value perception of consumers;
- The higher the value perception of WeChat Moments, the higher the consumer trust;
- The interaction of online shopping experience in WeChat Moments has a moderating effect on consumers' trust attitude.

Discussions

Although many WeChat mobile apps, such as WhatsApp and Line, have attracted the attention of many scholars, WeChat is an emerging social software in China. Although scholars are enthusiastic about their development, they are rare at present. There are few real academic papers based on journal reviews, and few empirical studies on WeChat friend interaction. Therefore, this study aims to explore the impact of WeChat moments interaction on customers' behavioral intentions. Combining customer price perception with online shopping and experience as a mediator, this paper proposes a relationship model between WeChat circle of friend’s interaction and customer trust attitude. It expands the field of interaction research, provides a new understanding for describing and explaining customers' online behavior intentions, introduces new research problems and research methods for the theoretical development of this field, and improves the previous theories.

Conclusions

This part will summarize the research, present some preliminary research results, and discuss as needed, illustrating the theoretical contribution of this research and its application value in online marketing and e-commerce practice. Finally, limitations of this study and related recommendations for further research are presented.

Based on the process-based trust attitude establishment mechanism, this study reviewed the concepts of interactivity, perceived value, online shopping experience, and trust attitude, related research, and the relationship between the four, and verified the interaction of WeChat Moments consumers through questionnaires. Sex, customer perceived value, online shopping experience, and trust attitudes.

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THE INFLUENCES OF MARKETING MIX (7Ps) AND BRAND IMAGE ON CONSUMERS' PURCHASE INTENTION: CASE STUDY OF HUAWEI MOBILE PHONE IN HAIDIAN DISTRICT, BEIJING, CHINA

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Abstract: The mobile phone market is increasingly competitive, and the Chinese mobile phone market is growing rapidly every day. Huawei making it the highest-selling smartphone manufacturer in China. This study will analyze the existing brand image and consumers' willingness to purchase, and understand the impact of brand image on consumers' willingness to purchase. Measuring the impact of brand image on consumers' willingness to purchase provides a guiding role for Huawei's target brand management measures. This study will investigate young people who have Huawei mobile phones or purchase intentions for Huawei mobile phones in Haidian District, Beijing. The participants are between 20-35 years old, and the survey sample is set at 400. This research used questionnaire, which created from a related literature review, for collected data. The questionnaires were distributed randomly in the WeChat by the APP of Questionnaire Star which is a professional online questionnaire survey in China. The frequency and percentage analysis run into descriptive analysis. Then the reliability of the questionnaires was determined by the Alpha-coefficient method. The hypothesis has been testing by regression analysis. The results showed that there is a significant relationship between the marketing mix, brand image and consumers' purchase intention of Huawei mobile phone in Haidian District, Beijing, China. Huawei should invest a lot in research and development to deliver the best products to its customers. Huawei should offer a wide range of products in different product categories. Huawei should maintain its brand quality and perception in customers mind and youth, but brand cannot stand by their own.

Keywords: Marketing Mix (7ps), Brand Image, Consumers' Purchase Intention.

Introduction

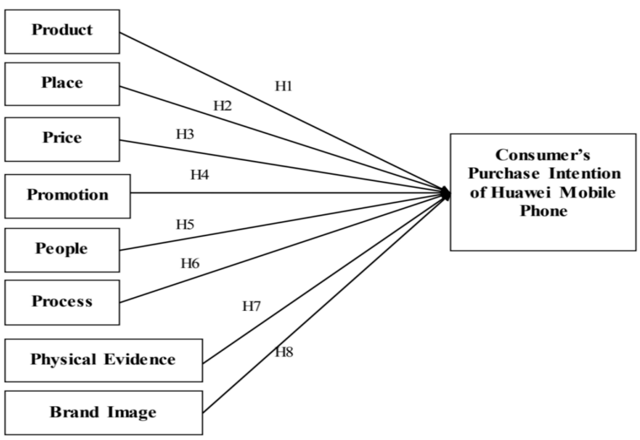
As a product of the information age, mobile phones have become a common tool for people's lives and work because of their fashionable and convenient use (Zhou, 2008). Due to the increasingly reasonable price of mobile phones and mobile phone charges, mobile phones have changed from a luxury product to a mass consumer product (Yueh, 2009). The mobile phone market is increasingly competitive, and the Chinese mobile phone market is growing rapidly every day. According to the latest announcement of China Information and Communication Research Institute in December 2016, the annual shipment of domestic mobile phones in 2016 was 560 million units, and the mobile phone industry was put on the agenda as a new national economic growth point. In 2017, the Chinese smartphone market was led by Chinese mobile phone manufacturers.

Research Objectives

1. What are the importance of marketing mix (7Ps) on Huawei mobile phone in Haidian District, Beijing, China? 2. What are the importance of brand image on Huawei mobile phone in Haidian District, Beijing, China? 3. What are the influences of marketing mix (7Ps) on consumers' purchase intention of Huawei mobile phone in Haidian District, Beijing, China? 4. What are the influences of brand image on consumers' purchase intention of Huawei mobile phone in Haidian District, Beijing, China?

To study marketing mix (7Ps) of Huawei mobile phone in Beijing, China. 2.To study brand image of Huawei mobile phone in Beijing, China. 3.To study the influences of marketing mix (7Ps) on purchase intention of Huawei mobile phone consumers in Beijing China. 4.To study the influences of brand image on consumers purchase intention of Huawei mobile phone consumers in Beijing, China.

Studying the behavior habits of Chinese consumers, China's 9.6 million square kilometers, land and resources, if the scope is set in the whole country is certainly unrealistic, so we must set a representative city - Beijing, Beijing as China's economic culture, the political center, in theory, has a certain degree of persuasion. We narrowed the scope of investigation to Haidian District, Beijing, and regarded Haidian District as the target of investigation. It is both convincing and convenient for our investigation. This study will investigate young people who have Huawei mobile phones or purchase intentions for Huawei mobile phones in Haidian District, Beijing. The participants are people who live in Haidian District, Beijing and interest in buying Huawei mobile phone, and the survey sample is set at 400.



Literature Reviews

Consumer behavior is the study of individuals, groups, or organizations and all the activities associated with the purchase, use and disposal of goods and services, including the consumer's emotional, mental and behavioral responses that precede or follow these activities (Kotler, 2000). Consumer behavior involves the study of how people--either individually or in groups--acquire, use, experience, discard, and make decisions about goods, services, or even lifestyle practices such as socially responsible and healthy eating. As an evolving phenomenon, one should not be overly dogmatic about this definition (Oliver, 1997).

Consumer behavior is a purchase that is not for resale (Oliver, 1997). Consumer behavior refers to the decision-making behaviors associated with people buying and using products or services. Oliver (1997) argues in Consumer Behavior: "The term narrow consumer behavior can be defined as the activities people perform when they get what they use, such as buying, comparing, purchasing products and services." Fu (2001) believes that consumer behavior refers to the various actions taken by consumers to acquire, use, and dispose of consumer goods, as well as the decision-making process that precedes and determines these actions. Purchase decision is the decision processes and acts of people involved in buying and using products. According to Walters & Paul, 'Purchase Decision is the process whereby individuals decide what, when, where how and from whom to purchase goods & services. Consumer purchase decision refers to the multi-step decision-making process people engage in and the actions they take to satisfy their needs and wants in the marketplace. Consumer purchase decision is an inseparable part of marketing and Kotler and Keller (2011) state that consumer purchase decision is the study of the ways of buying and disposing of goods, services, ideas or experiences by the individuals, groups and organizations in order to satisfy their needs and wants. Buyer behavior has been defined as "a process, which through inputs and their use though process and actions lead to satisfaction of needs and wants" (Fatemeh et al, 2013). Consumer purchase decision has numerous factors as a part of it which are believed to have some level of effect on the purchasing decisions of the customers. Alternatively, consumer purchase decision "refers to the purchase decision of final consumers, both individuals and households, who buy goods and services for personal consumption" (Kumar, 2010). The definition formed by Feng, et al (2006) describes consumer purchase decision as a process of choosing, purchasing, using and disposing of products or services by the individuals and groups in order to satisfy their needs and wants.

Purchase intention is planning to buy certain goods or services in the future, not necessarily to implement the purchase intention due to it is depends on individual's ability to perform (Park et al., 2013). Purchase intention is a dependent variable that depends on several external and internal factors. According to Blackwell et al. (2001), what is cross in the customers' mind signifies intention to purchase by them. The similar researchers state that consumers will go through the process of recognized the product to purchase, then they will find the information about the product, evaluate, purchase and feedback. Therefore, they will purchase a product after making research in advance so that they will purchase right product that meet with their needs and wants. There are many choices brands of smartphones in the market in order to satisfy the customers' needs and wants. Therefore, different consumers will have different tastes and preferences. Thus, the behaviour of consumers to purchase are depending to their characteristics such as brand, price, quality, mixed up with other choices as well as impulsiveness (Leo et al., 2005). Thus, it is important to examine factors that lead to the consumer's decision to purchase a smartphone.

The marketing mix is the comprehensive marketing plan of the enterprise, that is, the optimized combination and comprehensive application of various marketing factors (product quality, packaging, service, price, channel, advertisement, etc.) that the enterprise can control according to the needs of the target market, to develop strengths and avoid weaknesses, and take advantage of them to better achieve marketing goals. A controlled marketing strategy designed by the company to achieve the desired response in the target market. The marketing mix consists of everything that affects the product's needs. The price is an index of the ratio of the commodity to the currency exchange, or the price is the currency performance of the value. Price is the form of conversion that the exchange value of goods is made in the process of circulation. In modern market economics, price is generated by the interaction and balance between supply and demand. The price is based on different market positioning, and different price strategies are formulated. The pricing is based on the brand strategy of the company, focusing on the gold content of the brand (Kotler, 2000). In classical economics and Marxist economics, price is an external manifestation of the intrinsic value of goods (Karl, 2013).

The brand image is not spontaneously formed, but a systematic project involving all aspects of product, marketing and service (Jacoby and Robert, 1978). Brand image can be said by reviewing the literature for more than 30 years. Emphasis is placed on the definition of symbolic meaning, emphasis on brand personality, emphasis on psychological cognition and total definition. Brand image is a kind of memory tendency of consumers to be influenced by the product's own attributes and psychological feelings during use. This tendency will lead consumers' behavior (Jacoby and Robert, 1978). Brand image is a reminder, consumption based on this hinting logic, the quality of the product can be inferred, and the consumer can be motivated by such a message. Aaker (1991) had pointed out that perceived quality is an overall or superiority of the product and brand with respect to its intended purpose such as buying purpose. Other than the perceived quality of a product, has also been found to influence consumer attitudes, preferences and choice. Price concern is one of the determinants tested to find out the effects on demand of Smartphone (Chow, 2011). Research found that price significantly impact on the purchase intention of Smartphone among young adults in UTAR, Perak, Malaysia based on a study. A study shows there is a high usage of Smartphone for medical apps such as disease diagnosis management and drug reference among medical students and junior doctors for education and clinical practice purposes. Instead of flipping books, medical knowledge can be very fast and convenient through Smartphone apps. A study by Liew (2012) also used convenient as one of the determinants to test the significant relationship with demand of Smartphone. Another studies by Ding et al. (2011) whereas found the significant relationship between convenience and university students' dependency on Smartphone with purchase behavior.

Methodology

The descriptive research method is a simple research method that gives a narrative and explains existing phenomena, laws and theories through its own understanding and verification. It is a general account of various theories and more of an explanation of others' arguments, but it is essential in scientific research. It can directionally raise questions, reveal drawbacks, describe phenomena, introduce experiences, it facilitates the popularization work, it has many examples, there are investigations with revealing multiple situations; there are descriptions of practical problems; there are also views on certain status quo, etc. This study creates a questionnaire to examine the influences of marketing mix (7Ps) and brand image on consumers' purchase intention for Huawei mobile phone. Marketing mix (7Ps) and brand image are considered as the independent variables and consumers' purchase intention is considered as the dependent variable. Base on the population of this paper, the population is too large, and unknown, so, convenience sampling has been applied in this research, convenience sampling (also known as grab sampling, accidental sampling, or opportunity sampling) is a type of non-probability sampling that involves the sample being drawn from that part of the population that is close to hand (Cresswell and Plano, 2011).

Results

Population is defined as the group of people from whom a study is interest in getting information, and a sample is a part or a subgroup of the population. Population in this research is potential customers who are interested in Huawei mobile phone at all age and gender and live in Haidian, Beijing, China. The total Huawei user is unknown in this study.

Discussions

Product characteristics play a very important role in consumers' purchase intention. Therefore, Huawei smartphone companies are advised to focus on products, prices, locations, promotions, personnel, physical evidence and brand image. When smartphones were designed to be sold to consumers, Huawei smartphones. Huawei smartphone makers can emphasize the brand when promoting their smartphones to students. Also, a brand manager might have a good loyalty program for existing customers to keep them. To gain a larger market share and attract more new potential consumers, Huawei smartphone companies should price their products accordingly.

Conclusions

At present, through the relevant literature, there is still a gap in Huawei's brand image 7Ps. The predecessors only had 4Ps of research, but there was no research on people, processes and physics. This study will analyze the existing brand image and consumers' willingness to purchase and understand the impact of brand image on consumers' willingness to purchase. Measuring the impact of brand image on consumers' willingness to purchase provides a guiding role for Huawei's target brand management measures.

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THE MARKETING STRATEGY OF BEVERAGE CHAIN COMPANIES IN THE NEW MEDIA AGE: TAKING HEYTEA AS AN EXAMPLE

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Abstract: With the rapid development of the Internet information era, more and more chain restaurant companies rely on new media for marketing and promotion has achieved great success. With the rapid development of the Internet celebrity's economy, there are major differences in the business models of various tea beverage brands. How to take advantage of external opportunities such as rapidly emerging consumer groups and rapidly developing new Internet media to overcome the barriers to entry, serious product homogenization and lack of brand influence in the tea beverage industry and achieve industry innovation has become a common concern in the domestic tea beverage industry. This study will take HEYTEA as the research object, analyze the environment faced by HEYTEA with PEST, and then use the 4P marketing theory to analyze the marketing strategy of HEYTEA and achieve the innovation of marketing strategy to provide reference and inspiration.

Keywords: Beverage Chain Companies, New Media Marketing, PEST Analysis, 4P Analysis.

Introduction

With the development of the economy and society, more and more Internet platforms are appearing in people's lives, and people's demand for entertainment can be better realized through a large number of platforms. With the dual impetus of entertainment demand and Internet platforms, a new economic form, the net popularity economy, has been created and developed. With the upgrading of consumption and the transformation of people's consumption demand, milk tea is becoming a popular drink among young people. In the face of the growing market demand, many brands have entered the milk tea industry and started to explore the market potential. The Internet celebrity's economy has been created and developed. Take Hangzhou and Chengdu as examples, the Internet celebrities' economy has brought about a huge effect that cannot be ignored. Consumption, an inevitable focus of people's daily lives, is also integrating with the current economic environment at an alarming rate, and new consumption models in the context of the Internet celebrity's economy are gaining more and more attention and favor from companies and consumers. As the iconic symbol of the tea retail industry, HEYTEA's distinctive features are loved by many consumers. Therefore, by exploring the business model of HEYTEA, we can better study the current situation of the industry and make more targeted suggestions to adapt to the net popularity economy.

Against this backdrop, "HEYTEA" has grown like a thunderbolt, standing out among countless other tea stores: from a small store in a small alley in Jiangmen, Guangdong in 2012 to 760 stores worldwide as of March 2021, HEYTEA has become a legendary restaurant chain. The success of HEYTEA is inevitable by chance, and HEYTEA has become a phenomenal presence in the tea drinking industry.

More and more companies have realized the importance of new media marketing and started to experiment with it; many scholars have also researched the use of new media marketing in different industries and have put forward a lot of valuable ideas. However, the use of new media marketing in chain restaurant companies has received little attention.

Research Objectives

Based on the above background, this paper uses PEST analysis, 4P marketing theory and new media marketing theory as the basis, and takes "HEYTEA" as research cases:

1. To explore the marketing strategy of chain restaurant companies in the new media era.
2. To study the current situation of the industry and propose more targeted development suggestions.
3. To adapt to the background of the net popularity economy.
4. To provides some ideas and suggestions for future research in this field.

Literature Reviews

Internet celebrity's economy is a new type of economy that relies on mobile internet and social platforms to gather a large number of fans and convert them into market audience, and generate various consumer markets. The main model of this economy is based on the economic behavior of fans, which generates a huge purchasing power and eventually forms a complete economic chain (Ye & Wu, 2019). Relying on C2C, B2C and O2O platforms such as Taobao, the net popularity economy has greatly stimulated the progress of consumption. From Meituan completing its IPO listing on the Hong Kong stock market in 2018 to Taobao's record-breaking Double Eleven turnover in 2022, all reveal the fact that the Internet celebrity's economy is growing rapidly in the consumer sector (Wei, 2020).

Traditional marketing strategy is based on the 4P theory, namely product, price, place, promotion. Traditional marketing models include door-to-door sales, distribution of flyers, telemarketing, and television sales (McCarthy, 1964). The traditional marketing model includes door-to-door sales, distribution of flyers, telemarketing, and traditional media marketing model with TV, radio, periodicals, and newspapers as the main media.

New media marketing refers to the company in a full understanding of their own brand positioning and product advantages on the basis of the new media platform to publish different forms of content such as microblogging blog posts, WeChat public number tweets, TikTok short video, etc., the promotion of corporate brands and products, targeted to guide the consumer psychology and consumer behavior (Li & Liu, 2019).

The difference between new media marketing and traditional marketing is relatively obvious. The first is that the new media marketing audience is broader, like Microblogging, Shake, Weibo user statistics, their monthly activity of users has exceeded 1 billion. Among the age group is mainly distributed in the 18 to 40 years old, it can be seen that the new media user group is very large. The second is the new media marketing information spread faster. Through the new media platform, beverage companies can break the constraints of time and space, through big data analysis can quickly target groups, product information to a large user base, in a short period of time to quickly enhance brand awareness (Zhang, 2018). The third is that the new media marketing is more interactive. Companies through the new media platform can communicate with customers in a timely and direct manner, customer feedback can also be timely response to the business, the business can get customer feedback on the problem in a timely manner to respond. This helps the company to improve the timeliness of problem solving and service level, thus establishing good public relations and enhancing the image of the company. The fourth is the relatively low cost of new media marketing. Traditional marketing means must use more labor and resources, which is naturally a large cost expenditure. And through the new media platform for publicity and marketing, you can save a lot of labor, materials and advertising costs, greatly reducing the cost of marketing (Xiang, 2016).

PEST analysis refers to the analysis of macro environment, P is politics, E is economy, S is society, and T is technology. When analyzing the context of a business group, these four factors are usually used to analyze the situation faced by the business group (Qin, 2013). PEST analysis requires a large amount of relevant research data and a deep understanding of the company under analysis, otherwise it is difficult to carry out such analysis. The economic aspects include the level of economic development, size, growth rate, government revenue and expenditure, inflation rate, etc. Political aspects include political system, government policies, national industrial policies, relevant laws and regulations, etc. Social aspects are population, values, moral level, etc. Technological aspects are high-tech, process technology and breakthroughs in basic research.

Methodology

This study adopted mixed methods, mixed methods research combines elements of quantitative research and qualitative research in order to answer research question. Mixed methods can help you gain a more complete picture than a standalone quantitative or qualitative study, as it integrates benefits of both methods.

This study first uses qualitative data, based on 4P marketing theory and new media marketing theory, and uses PEST analysis to first study the marketing environment of HEYTEA chain beverage company as a research case. On the political, it helps revitalize the countryside and receives policy support. Technically, the development of online payment platform and new media platform brings the technical dividend of front-end consumption. On the economic, the trend of consumption upgrade is obvious, the first and second-tier cities are not saturated, small cities are not yet developed, and the market development potential is huge, while HEYTEA has sufficient internal financial resources. Socially, the power of young female consumer group grows, the influence of new media is enhanced, and the new media user group can quickly become a loyal consumer group.

Then using correlational quantitative data, the data from the "2020 New Style Tea Drink White Paper" and Qingbo Big Data are used to comparatively analyze the release data of HEYTEA's marketing Platform such as advertisements and tweets on various new media platforms as well as the relationship between platform users' reading volume and its sales volume share and number of stores.

Results

PEST Analysis of HEYTEA Marketing Environment

Politics

With the implementation of China's rural revitalization policy, local governments attach great importance to high-priced cash crops like tea. The raw materials used by HEYTEA are high-quality tea leaves selected from tea-producing regions in China such as Guizhou, Yunnan and Guangxi, and as noted in the 2020 government report, the large-scale procurement by just one company, HEYTEA, has generated over RMB 750 million in revenue for farmers throughout the upstream of the supply chain. At the same time, HEYTEA began developing strawberry varieties in 2020, establishing strawberry bases in suitable areas and organic tea plantations in Guizhou, all of which have greatly boosted the economy of the surrounding countryside. With the development of HEYTEA playing a driving role in rural construction, the government will naturally provide policy support.

Economy

Domestically, China is at an important point of consumer upgrading, with rising incomes. New type of tea drinks has been growing since 2016 and have become the main driver of growth in China's beverage market. According to the 2020 New Tea Beverage White Paper, high-end beverage outlets reached RMB 12.9 billion in retail sales in 2020 and are expected to reach RMB 52.2 billion in 2025. Looking inside, HEYTEA has ample financial resources of its own, with multiple investments it received between 2016 and 2020.

Technology

The rapid development of new media platforms in the new era has made online shopping very border-friendly and has also led to an expansion of marketing Platform. This has brought more ways for consumers to consume, thus making the consumer demand for tea stores stable. According to the official statistics of HEYTEA, the official APP of HEYTEA has over 35 million members, 81% of users choose to place orders online, of which another 24.8% choose takeaway delivery.

Social

With the rise of young people's spending power, especially in first- and second-tier urban areas, the female consumer-oriented young consumer group continues to grow. They are more concerned about the added value of the product brand and the consumption feeling it can bring than the good quality and low price of the product. And nowadays, the important channels for young people to get information, such as microblogging, WeChat and Jitterbug, have become the platform for marketing HEYTEA, which greatly reduces the marketing cost of HEYTEA and improves the marketing efficiency.

Analysis of Marketing Platform Data

In this paper, we analyze and sort out the marketing tactics data of HEYTEA on three new media platforms, namely WeChat, Weibo and TikTok.

WeChat

There are three main contents of Xiecha's public number in WeChat: the first is "Xiecha GO", a column where consumers can place orders, queue up and handle membership in real time, which effectively saves customers' time and energy. The second is "About HEYTEA", the content of this column is to provide customers with information about the store and product recommendations, that is, advertising promotions. At the same time also provides customers with feedback columns, in order to facilitate the resolution of customer problems and improve their own product services. The third is "HEYTEA Planet", this column mainly publishes some news information about HEYTEA in environmental protection and public welfare, corporate image, so that customers can understand the brand from different aspects and enhance the brand image. HEYTEA maintains the frequency of updating four promotions every month from time to time, each time at noon or in the evening, trying to avoid most of the consumers' working hours and improve the reading of the promotion. Each promotion keeps a different style to try to keep users fresh all the time. In this case, according to the detailed statistics in this article based on the data from the Chingbo big data platform, between September 2020 and January 2021, a total of 85 promotions were sent out by HEYTEA's public website, with an average reading of 70,862.8. The WCI index was 1015, far exceeding the competition.

Weibo

The official Weibo account of HEYTEA has 1.21 million Followers as of the time of this writing, and there are more than 1,200 Followers interacting with each of the 3 Weibo updates every day. HEYTEA's marketing tactics on Weibo are different from those of WeChat, mainly from three angles: firstly, it makes use of topical news to market itself along with the trend. The second is to carry out lucky draw activities on Weibo, which is very effective in attracting potential consumers and consolidating display consumers. The third is to carry out a combination of online and offline activities to increase interaction with customers.

TikTok

HEYTEA in TikTok platform is to take advantage of the characteristics of the short video platform, mainly shooting and publishing short videos for advertising. In today's era of information explosion, most people do not have the patience to read and watch a large text-based article or a long video. The short video form of TikTok has solved this problem in a targeted way, and short videos of a few dozen seconds or even a dozen seconds greatly meet people's needs. The short video of strategy released by HEYTEA in Jitterbug was loved by a large number of users, which greatly stimulated their curiosity, and the highest number of likes for a single short video reached 534,000. As of the writing time of this article, the number of followers of HEYTEA in TikTok has reached 898,000, and the total number of video likes has reached 1046.3W, which shows the marketing ability of HEYTEA in TikTok.

Marketing Strategy Analysis

Products

HEYTEA uses high quality and authentic ingredients in its products, all of which are natural and fresh tea extracts, seasonal fruits and high-quality fresh milk for the production of its products. Technically, the company uses advanced technology and techniques to develop a variety of different unique and delicious tastes to meet the needs of customers' tastes. In addition to a few stable specialties, HEYTEA is constantly pushing out new products, so that customers always maintain a stable demand for HEYTEA while still having a sense of freshness. At the same time, HEYTEA also online channel extension, tea and other peripheral products innovation, to meet the consumer in different situations of consumer demand, to meet the consumer's different consumer experience.

Price

Price is one of the important factors of whether a consumer is willing to buy a product. The pricing range of HEYTEA is between 16-36 RMB, and the price per capita is about 30 RMB. This price is the price of a mid- to high-end drink, and compared to high-end coffee drinks, its pricing is acceptable to most young white-collar consumers, which is exactly the same as their product positioning and consumer groups. At the same time, HEYTEA also adopted the strategy of differentiated pricing and launched its own bottled beverage products in 2020, whose product price is the same as ordinary bottled beverages and is positioned in the middle and low end of the market. And HEYTEA is also using this strategy to further expand its influence in the market.

Channels

HEYTEA has always adhered to the direct marketing channel and has not adopted the common franchising method. This is because HEYTEA wants to maintain its own quality and process requirements, grasp the quality control, reasonable distribution of store locations, unified management stores, unified store style, which is conducive to maintaining the customer's impression of the brand image.

Promotional

The first and most important thing is that HEYTEA fully uses the new media marketing, through the new media platform publicity and promotion and management of customers, so that they are always active in front of customers, so that customers inadvertently keep learning about the brand, which can bring a large number of loyal customer groups and awareness for HEYTEA. HEYTEA has expanded its customer base through new media platforms such as WeChat, Weibo and Jitterbug, and the interaction with customers and Followers has solidified the customer base and helped to grasp the new and changing needs of customers.

Secondly, HEYTEA has also made full use of the hunger marketing method, and the queue has become the symbol of HEYTEA. HEYTEA through the control of the speed of meals, the queue limit, limited supply, on-site brewing tea and other methods, the initiative to achieve the effect of queuing. According to statistics, the average queue length of HEYTEA's stores in Shanghai even reached one hour. This effect of queuing and then through the new media platform publicity forwarding, stimulating the consumer's consumption psychology, the perfect achievement of the effect of free marketing promotion of HEYTEA. And such marketing effect will in turn make the queuing phenomenon of HEYTEA more feasible.

Third, HEYTEA also occasionally through co-branding with other national brands, in the holiday season to take advantage of the holiday effect and drive effect, to achieve cross-border marketing. Cross-border brand co-branding of HEYTEA has been done in the fields of entertainment, food and beverage, and daily necessities. This has played a good role of brand linkage effect and expanding brand influence, and also enhanced the consumption experience for consumers.

With such a marketing strategy, according to the official annual report of HEYTEA, as of December 31, 2020, HEYTEA has 695 stores in 61 cities around the world, including 304 new stores in 2020, and 13 million new members, reaching a total of 35 million. This result was still reached under the impact of the epidemic outbreak. By the end of 2021, HEYTEA's offline stores had even reached more than 800, with an estimated membership of 50 million. This shows that under the influence of the epidemic, although the growth rate of HEYTEA has been affected to a certain extent and reduced, the overall growth is still positive. This cannot be attributed to the new media marketing strategy of HEYTEA.

Discussions

The problem in the marketing of some tea beverage companies is that they ignore the importance of new media marketing, the slow response ability to current hotspots, but also the lack of interaction with customers, customer stickiness is weak, and the innovation ability of their new media operation team is weak, and the promotional content released is of poor quality.

This paper suggests the following marketing strategies for tea beverage companies in the new media era.

1. Clarify the brand characteristics and market positioning of the company, specify a reasonable 4P marketing strategy
2. Improve product quality and service quality to enhance customer stickiness.
3. Make good use of the new media platform to promote the brand

Conclusions

Through the study and analysis of the marketing strategy of HEYTEA, it is clear that unique marketing and promotion is an effective means to attract customers, while high-quality products and market development to establish their own advantages is the best means of business longevity. Want to establish a firm foothold in the tide of the new era, special products, reasonable pricing, multi-channel marketing are essential. These need to find their own characteristics of the new tea beverage business marketing strategy, carefully polished their own products, to provide consumers with a better taste and consumption experience. In the environment of the rapid development of the new media economy, tea beverage companies from the traditional marketing model to the use of social media platforms for marketing and publicity has become a trend.

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THE ROLE OF MANAGEMENT SUPPORT FOR EMPLOYERS' MOTIVATION IN THE UK MARKET FOR HIGH-TECH PRODUCTS AND SERVICES

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Abstract: Theories of motivation have been broadly classified into content and process theories. Also, the factors that motivate employees could be either intrinsic or extrinsic. Management support could be classified as an extrinsic factor that employees expect from their managers. With changing technology and work dynamics, this study finds that employees need more emotional support than before to stay in organizations. With managers spending less physical time with employees, and even as the priorities of the 21st-century generation of employees keeps on changing, there is a need for more support from management to keep employees. This study finds a positive relationship between management support and employee motivation.

Keywords: Employee Motivation, UK Market, Management.

Research Background

There is no doubt that employee motivation is critical for the success of any organization. Also, factors that motivate employees have been studied for many years, but they evolve with time. One of the factors considered critical in motivating employees is the quality of leadership and management exhibited by organizational leaders (Alghazo & Meshal, 2016). Management style can be the ultimate decider of how long employees are going to stay in a company. This study explores the importance of management support on employee motivation in the current changing business environment. The use of existing theories on employee motivation and how they inform present knowledge is critical in this study. The study focuses on the high-tech product and services industry in the UK using the secondary research strategy.

Research Problems

The role of management has been changing over time due to globalization and the working environment. The traditional role of management had been to plan, budget, and control and receive directions from top leadership and implement policies as directed (Kropp, Cambon, & Clark, 2021). However, the role of the manager has changed with modern times, and companies require managers who can re-model their roles and adjust to business demands (Daugherty & Wilson, 2018). Importantly, today's employee is not the typical eight-hour 7.00 am to 5.00 pm type. Today's employee is less loyal, versatile, likes freedom, challenges and very ambitious. Hence, motivating this team requires a manager with the necessary foresight to build a team that can withstand changing times. These continuing changes in the role of management and employee dynamic necessitate the need to study the role of management in motivating employees.

Scope of the Study

This study focuses on the changing role of management and the extent to which managers or leaders in an organization support employee and motivate them in today's changing business environment. In this study, motivational theories are reviewed, and a theoretical framework that is suitable to analyze the role of management support in employee motivation is developed. This study focuses on UK high-tech products and services market.

Research Significances

This research is significant because it adds updated knowledge into the role of management support in motivating employees, considering that various theories on what motivates employees present different arguments. With changing business environment, employee dynamics and management roles, traditional theories in this area might not apply in all scenarios. Technology has altered the way employees work or are managed by their superiors, and this could also have an impact on motivation. With the Covid-19 pandemic having added a new twist into the work environment, it is important to have an updated analysis of its impact on motivation. Establishing the link and impact of these dynamics on motivation is critical.

Research Objectives

The aim of this study is to explore the role of management support in ensuring employees in today's dynamic business environment are motivated. The specific objectives for the study are as follows:

a) Review employee motivation theories and identify current factors that influence employee motivation in the 21st century.
b) Establish the extent to which management support motivates 21st-century employees.

Literature Reviews

The 21st Century Employees Requires More Emotional Support

Research shows that future managers will be managing about 70% of their employees remotely, with either the manager or employee working from home (Cascio & Montealegre, 2016). This means that managers will focus more on the output of employees as opposed to processes used in generating the output. Accelerated use of technology is replacing about 69% of the traditional managerial tasks of managers, such as allocating and monitoring tasks. Importantly, employees' expectations are changing with technology and change in the business environment, especially considering that employers have extended their benefits to include child caring and mental health before and more during the pandemic (Schmid, & Dowling, 2020). Hence, the relationship between managers and employees is turning to be more emotional and supportive than before. Consequently, today's employees expect managers to be part of their support framework as the relationships become more emotional. Moreover, considering that technology has transformed the role of managers such that they don't need to see what employees are actually doing, what matters more is for them to understand how they feel. Hence, an empathetic manager is what is needed to navigate the present and future because successful future managers are those that will be able to build fundamentally different relationships with employees.

How Managers Motivate Employees

The success of any organization depends on the ability of its employees to stay through and thrive in their task commitment, desire, engagement, practice and persistence. Without a thriving management or leadership team, employees will not be able to attain the necessary motivation that will make them succeed (Janneck et al., 2018). Researchers note that motivation is one of the crucial roles of management and leadership and this not only starts with the recruitment of new employees but also ensuring that they have all they need to deliver their tasks (Daugherty & Wilson 2018). The way an employee joins and leaves an organization is important to the organizational reputation, and this is determined by the leadership in an organization. Indeed, several studies have established that the quality of the relationship between a manager and his/her employees is the most powerful item on motivation. If, for instance, a manager creates a respectful, positive and respective attitude, then employees are likely to emulate this, enjoy work and relate well with peers. Volumes of research show that the leadership or management style exhibited by the top leadership of an organization will have a direct impact on the job satisfaction, morale and motivation levels of employees (e.g., Alghazo & Meshal, 2016). What this indicates is that management styles that are not considered good by employees will work against efforts to motivate the workforce and optimize performance and results. However, studies to explore the impact of leadership or management style on employee motivation have been varied and yielded mixed results. Alghazo & Meshal (2016) undertook a study using the mixed methodology approach to study the relationship between management leadership and the motivation of employees. Although the research was undertaken in Saudi Arabia, the study sought to examine how employees perceive the relationship between leadership and motivation. The study found that there is a strong correlation between management/leadership and employee motivation. Specifically, they established that leaders or managers who embrace participatory and transformational approaches to leading their employees are likely to create an atmosphere of motivation in their working environments.

Theoretical Framework

Early works on motivation could be traced to scientific management and the works of Frederick Taylor, as well as Hawthorne experiments and the human relations approach (Lee & Raschke, 2016). This was later followed by the development of competing theories of human motivation. These many theories have been divided into process and content theories of motivation (Nohria et al., 2008). Also, theorists have broadly classified motivation theories into intrinsic and extrinsic factors. Nevertheless, the underlying model for studying motivation is to understand the cognitive processes of employees-or how they think or what they feel (Lee & Raschke, 2016). Essentially this is what the manager needs to be guided by in different situations. The cognitive content theories of motivation list the specific things that will motivate employees at work, such as pay, recognition, work itself, or power (Rhee, 2019). Content theories will require a manager to be able to identify the needs and goals that employees will pursue to satisfy those needs (Nohria et al., 2019). On the central process, theories of motivation focus on how behavior is initiated, directed and sustained (Rhee, 2019). Emphasis is, therefore, on the actual process of motivation- such as the expectation that rewards will follow the good performance. Therefore, management support can be an extrinsic motivator that will influence employee motivation.

Methodology

This study is accomplished by examining existing studies on the relationship between management and leadership on the motivation of employees, specifically the high-tech products and services industry in the UK. The high-tech industry in the UK is considered one of the industries that revolutionized during the Covid-19 pandemic, and its employees are the typical modern millennial generation. Data in this study is collected by reviewing existing secondary (already published) and publicly available materials. This study relies on existing theories of motivation that are used to define a framework that can be used to explore the place of management support in motivating employees to deliver what is expected of them. Considering that most of the theories are 'old' though relevant, recent literature on the importance of management support to employee motivation is reviewed and analyzed using the theories (Johnston, 2014). The use of secondary research materials presented various benefits for the research, including availability; less costly, time-saving and available in huge volumes capable of allowing the researcher to generate insights from previous studies. However, the secondary review of existing materials presents limitations because the researcher cannot verify the authenticity of published literature.

Results

Existing theories of motivation do not define a universal process that can be followed to motivate employees or specific factors that, if granted, employers will have lower turnover rates. Indeed, theories of motivation leave a huge gap for researchers and managers to decipher what could work or not work for their employees and work context. Whereas the theories of motivation have left the field wide open, there is no doubt that they acknowledge the role of managers in identifying and satisfying what could motivate employees (Lee, & Raschke, 2016). Therefore, management support can fall under the extrinsic factors of motivation that employees consider necessary for them to be motivated. When managers in an organization offer the necessary support, employees are likely to deliver as expected and even stay with the organization for many years. With changing times, a review of existing theories of motivation shows the need to look at the current work environment, technology and how these have altered the role of managers in motivating employees.

Existing studies show that high-tech industry employees require innovative and creative ways to be motivated and kept in organizations as much as possible. High-tech industry employees in the UK are not the typical ones to stay in the office for eight hours under the watch and direct supervision of managers. Indeed, this could be a de-motivator. These employees rely so much on technology that their preferences at work and what will work to keep them working for years could vary from what motivated employees decades back. A review of existing publications in this area has established that technology in the UK has facilitated the seamless interactions between humans and machines, and this has affected job motivation in the changing workplace (Janneck et al., 2018).

Whereas job motivation has been known to be a well-documented construct, a review of existing studies in the high-tech industry reviews a fragmented scenario with varied findings from research. Indeed, one of the findings and recommendations is the need for further research to develop a holistic argument about employee motivation (Kropp, Cambon, & Clark, 2021). While money and benefits are important, they seem not to top the list of factors that rank high in employee motivation. The literature reviewed in this study indicates a strong correlation between management/leadership and employee motivation. The major finding is that employees want to be encouraged, be motivated by peers, are doing good, make a difference and satisfy customers. Importantly, the Covid-19 pandemic has heightened the need for leadership in motivating employees because managers are expected to; prioritize employee safety, emphatically lead employees, and continue communication. The role of management in employee motivation is critical because research shows that simple management techniques such as; being a supportive and honest manager, rewarding employees, encouraging growth, sharing positive feedback, and asking them are critical traits for employee motivation.

Discussions

Further studies in this area are required despite the seemingly unanimous agreement and finding that management support is a critical ingredient of employee motivation. The UK high-tech industry is typically an example of how technology is changing the role of managers in managing and motivating employees. There is a need for further research to establish how technology has transformed the role of today's managers and their motivational role. Whereas existing theories are useful in defining what employees might want to be motivated, there is a huge gap that still needs to be explored. Also, the changing workforce and work environment driven by globalization forces has altered the way employees and managers used to deal traditionally and which was used as the basis for past studies in this area. With this having changed tremendously, there is a need to review the motivating role of managers today and in the future. This will add knowledge to this existing debate.

Conclusions

In conclusion, management and organizational leadership and support are important tools for employee motivation. Management support is an extrinsic motivator that can determine the working environment and eventually the comfort and satisfaction of employees in any organization. This is because management will determine the pay, benefits, work environment and even relationships between different cadres of people in an organization. However, motivating employees seems to be an art more than a skill because the biggest challenge that a manager faces in today's business environment is to identify what employees want or feel. Current theories on motivation mention different things that managers should focus on to motive employees. But even managers are not sure what will work, considering that different employees are motivated by different things. Nevertheless, leadership and management theories also state which management support traits are likely to motivate employees more than others. This study has also established that with changing work dynamics-especially after the Covid-19 Pandemic, employees want more emotional supports from their managers than before. This trend has the possibility of continuing in the future because employees would want to be guaranteed not only their salary but also growth in personal life. Further research in this area is therefore needed, especially under the current changing business climate.

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CHARACTERISTICS LEADING TO THE SUCCESS IN INTERNATIONAL TRADE BUSINESS: THAI SME ENTREPRENEURS' PERSPECTIVES

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Abstract: This research aims to study and analyze key characteristics of entrepreneurs which effected on the achievement of Thai SMEs entrepreneurs doing international trade. The study is quantitative research using survey questionnaire to conducts primary data from 400 SMEs entrepreneurs who have 3 years' experience in international trading business, and the headquarters are in Bangkok. The study employs descriptive and inferential statistics to describe and analyze the entrepreneurs' characteristics and to test research hypothesis at statistically significant .05. The research results found SMEs entrepreneurs' key characteristics that influence on the success of their international trade businesses rank from high to low including frequency update economic information of the trading partners, customer-relation oriented, ability in managing revenue, time-oriented in producing and delivering products, and providing service to customers, ability in verbal communications with foreign trading partners, quick problem solving, accept external experts' consultation, and decentralized decision-making, respectively. The findings on successful entrepreneurs' qualifications are the knowledge in financial management, knowledge in information technology, skills in convincing customers, ability in product presentations, strong leaderships, networks building capacity, and experience of working or studying in overseas respectively.

Keywords: Characteristics, Entrepreneurs, International Trade, Perspective, Success, Thai SMEs.

Introduction

For a small economy as Thailand, small and medium enterprises (SMEs) play their vital role as prime sources of employment and incomes for the country. The SMEs generate approximately 42.4 percent of the country's GDP. (SMEs Center, UTCC, 2018). Up to more than 80 percent of domestic employment or approximately 10 million jobs come from 2.7 million SMEs (Office of SMEs

Promotion, 2017). Key success originated in 2002 when the Thai government has addressed the policy in promoting the SMEs aiming to escalate the local economy. However, there are big space for the Thai SMEs to continue growing if they can expanse business to international markets. (Office of SMEs Promotion, 2017).

In 2020, Thai SMEs' exports valued at US$75.4 billion represented 30.6 percent of the country's total export volume which major markets were China, Japan, United States respectively, and CLMV countries. (Office of SMEs Promotion, 2021). In 2016, there were 95,289 SMEs registered for the import- export activities indicate that less than 1 percent of total Thai SMEs that conducted international business (SMEs Center, UTCC, 2018). According to the 4th SMEs promotion plans, there is evidence stating that Thailand SMEs only focuses on doing international business with some specific countries as mentioned above. There are several reasons to explain; first, the firms are in comfort zones and reluctant to look for new markets in order to reduce risks from the market entry. Second, the imbalanced of business units among the SMEs or so-called "missing middle"; in spite of millions of SMEs, Thailand, there were 12,812 medium size enterprises which represented 0.5 percent of total SMEs comparing to the situation in developed countries where the size of medium enterprises share between 5 to 10 percent of total SMEs. It should be considered that this is one of the obstacles for Thai SMEs operation efficiency in term of cost of capital, productivity, and management. The OECD indicates that the "missing middle" would highly obstruct the economic growth since medium size companies are considered to be capable to gain most advantages from international trading agreement and investment. (Office of SMEs Promotion, 2017).

Third, the productivity of Thai SMEs is still very low compared to the large enterprises. This is because in the labor-intensive industry, the SME entrepreneurs would rather hire unskilled worker rather than invest in hi-tech machine to gain value added product. Labor productivity problems affect the ability to increase business competitiveness of SMEs, as a result, most Thai SMEs engage in price competition (Office of SMEs Promotion, 2017). Finally, most SMEs entrepreneurs are still lack of entrepreneurial spirit; many of them do not know much about the world business issues and lack of international communication skills which is very important for entering to the world markets (Thai-Japanese Technology Promotion Association, 2013). As a result, maintaining a business status and finding new marketing opportunities for SMEs seem difficult. For the real growth, SMEs should not only find an opportunity to expand domestically, but to gain advantages from international trade. there must be some factors that SMEs must consider or implement in the context of globalization which almost every business can freely compete. If the Thai SMEs could not expand their business to the international markets, it is difficult for them to maintain the competitive ability. There are few studies have been done on the Thai SMEs international expansion to provide right information for stakeholders in SMEs in Thailand. Thus, this study aimed to study the factors that present characteristics of the

SMEs entrepreneurs who are success in doing international business and factors influencing the success of SMEs in international business expansion.

Research Objectives

1. To study key characteristics of entrepreneurs that effected the success of Thai SME entrepreneurs who operate international trade businesses.
2. The study the crucial qualifications that influence the success of Thai SME entrepreneurs who operate international trade businesses.
3. To study influence of external environmental factors effecting the success of Thai SME entrepreneurs who operate international trade businesses.

Literature Reviews

Theoretical Framework

Definition of SMEs in Thailand is varied according to the parameter and context that specific on capital, employee, and size of the firms in each country. This study identifies SMEs following the amount of fixed assets do not exceeding THB50 million (USD1.00 = THB33.00) and employ not more than 200 employees. (Revenue Department, 2018). O'Cass & Weerawardena (2009) compared the firm size and the different between the international SMEs and non-international SMEs in the context of manufacturing firm in order to achieved higher marketplace performance and found that the more innovation the company applied, the more success for international market expansion. Falk et al. (2014) found that internal factors which are human resources, knowledge of management, innovation and technology, and firm characteristics (size and capabilities) influenced SMEs' internationalization. The external factors are divided into 2 main criteria namely, home country factors (trade barriers, regulations, export promotion programs, export credits, and level of competitions) and host country factors (distance, size of the market, import barriers, cultural differences, and political differences). Kunkongkaphan (2014) found that company's internal factors included production, marketing, human resources, financial resources, size, and scopes have significant effect on the performance of SMEs. Also, the author found that the internal and external factors affected the SMEs in different ways than they affect large firms and corporations. Kunday & Sengüler, (2015) stated that the internationalization of SMEs in Turkey reflexed from the innovativeness of SMEs firms, entrepreneurial skill of founder of business, and motive of starting business together with figure the relationship between these factors and export orientation of SMEs.

Tooksoon, Mongkhonkili, & Imaob, (2016) studied and found that firm's marketing strategies (4Ps) have significant positive effects on the success of their international exporting; they heavily rely on pricing strategy, foreign marketing and sales to increase the success of international exporting. Rahman, M., Uddin, M., & Lodorfos, G. (2017) identified the key socio-economic barriers faced by the SMEs in an emerging economy to enter into the foreign markets. It has successfully framed the socio-economic barriers to enter in foreign markets for Bangladeshi SMEs as a second order hierarchical model. The author found that selected institutional factors like political instability, corruption, government support, R & D investments, legal procedures, language difference and social approach have significant impact on firm's entry mode decision. Rakariyatham and Ploysri (2016) study the readiness of SMEs towards international business engagement and factors influencing a success of international SMEs in Northern Thailand and found that SMEs entrepreneurs are ready for international practice at neutral level and found that most important factors influenced on the success in doing international business were management duty strategy, international marketing strategy, and external environment factors.

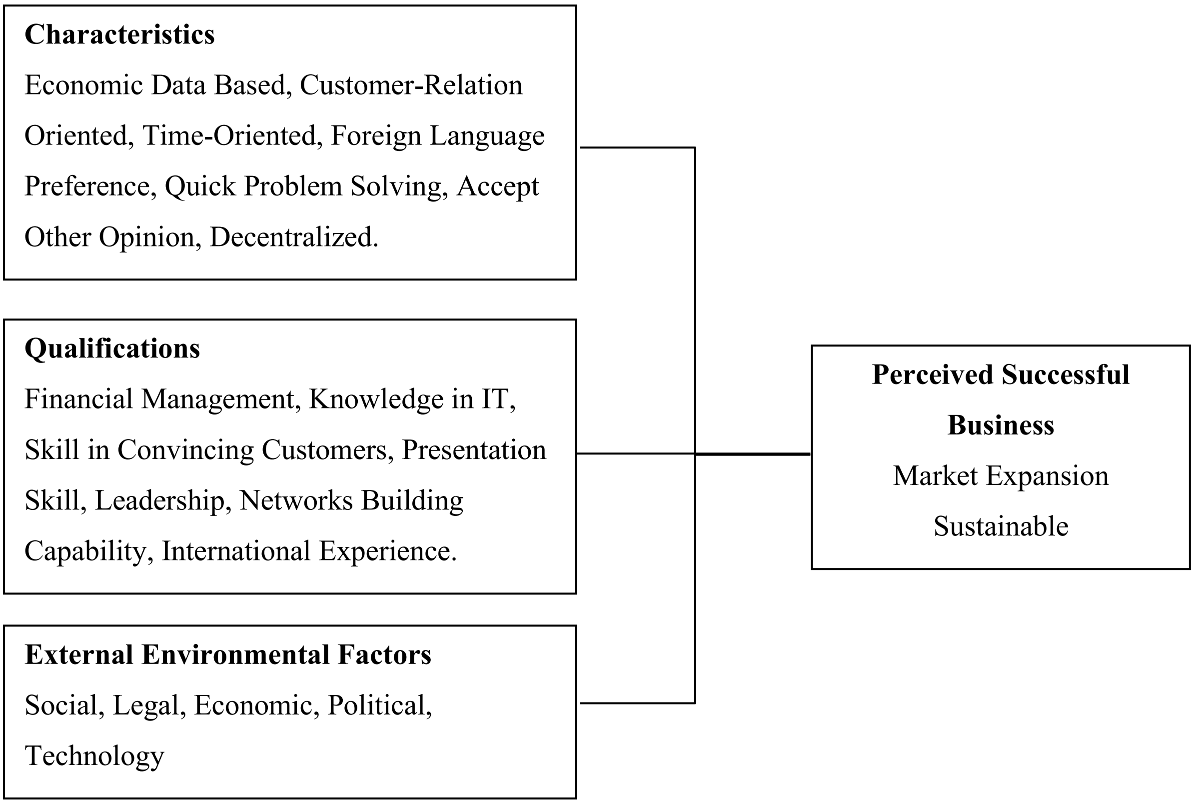

Figure 1: Conceptual Framework

Hypothesis

From the above information, the researchers could develop the following hypothesis to forecast whether the Thai SME entrepreneurs' characteristics, qualifications, and external environmental factors have relationships with their international trade businesses.

H1: SMEs entrepreneurs' characteristics have a significant influence on the success of international trade business.

H2: Qualifications of the SME entrepreneurs have a significant influence on the success of their international trade business.

H3: External environmental factors have a significant effect on the performance of SMEs' international trade.

Research Methodology

The proposes of this research were to study relationships between characteristics, qualifications of SMEs entrepreneurs, and external environmental factors influence the international trade business. The researchers employed a quantitative methodology design for this study. Survey questionnaire was used to collect data from 400 SME business owners who had been doing international business at least 3 years.

Population and Sample

The population in this research were approximately 95,000 SME entrepreneurs who registered more than 3 years with the Customs Department to do international business. The sample size was calculated using Taro Yamane's Equation model and the sample size was 400. The researchers employed descriptive statistics to analyze characteristics and perception of the entrepreneurs and used inferential statistics to forecast the situation among relationships and to test research hypotheses.

Research Findings and Discussions

This study investigated the SMEs' characteristics influence on the success of their business expansion to foreign countries. We studied three main dimensions including characteristic of entrepreneur, characteristic of the SMEs, and the influence of external environmental factors. The analysis results are presented below:

The research analysis results of demographic found that majority of the respondents were males (88%), ages were over 50 years old (50.25%), held bachelor's degrees (51%), year experience in current positions were between 1 to 5 years (29.25%), conduct wholesaling business (53.25 %), and have experience doing international business between 1 to 3 years (37%). The results for the SME entrepreneurs' characteristic found the participants perceived that their characteristics influence on their success in doing business with foreign countries.

Entrepreneur's Characteristics

Major characteristics compost of seriously update economic information of the trading partners ($\bar{x}$=3.93), customer-relation oriented ($\bar{x}$= 3.91), ability in managing revenue ($\bar{x}$=3.85), time-oriented in producing, delivering products or providing service to customers ($\bar{x}$=3.76), ability in spoken language using in business communications with foreign trading partners ($\bar{x}$=3.68), quick problem solving ($\bar{x}$=3.65), acceptance of external expert consultants ($\bar{x}$=3.60), decentralized decision-making ($\bar{x}$=3.32) respectively.

Qualifications of Successful Entrepreneurs

The results for necessary qualifications of the entrepreneurs which the participants perceived could lead them to success composted of the knowledge in financial management ($\bar{x}$=4.25), knowledge in information technology ($\bar{x}$=4.10), skills in convincing customers, ability in product presentations ($\bar{x}$=4.02), strong leaderships ($\bar{x}$=3.80), networks building capacity ($\bar{x}$=3.65), and leader's experience of working or studying in overseas affects the international trade business in foreign countries. ($\bar{x}$=3.05) respectively.

External Factors

The results of the importance of variables of the External Factors (Technology) found that the most important aspect is Improving of National Information Technology (IT) affects business international expansion ($\bar{x}$=4.10), followed by economic factors which this study found that the purchasing power of the trading partner countries affects the business expansion ($\bar{x}$ =3.93), legal factors particularly the procedure practiced by the Inland Revenue Department can impede their international trade (such as time period of value-added tax reimbursement) ($\bar{x}$=3.85), social and cultural factors which the study found most important aspect is the difficulty of official language of the partner country affects Thai SMEs' business expansion ($\bar{x}$=3.68), and political factors which the study found most important aspect that the SMEs' participants concern most is the assistance from the Thai government's officials that works were related to international trade promotions can help their business to success ($\bar{x}$=3.32).

Hypothesis Test Results

This research employed One-way ANOVA and multiple regressions in variable testing and hypothesis testing. The results show in the table below:

Hypothesis	Results
Hypothesis1: SMEs entrepreneurs' characteristics have a significant influence on the success of their international trade businesses at the statistical significance level .05. (F = 26.970***).	Accepted

Hypothesis2: SME entrepreneurs' qualifications have a significant influence on the success of their international trade businesses at the statistical significance level .05.	Accepted
Hypothesis3: External environmental factors have significant effect on SMEs' performance on international trade business at the statistical significance level .05. (Social/Culture (F = 7.343***), Economic (F=7.343***), Legal (F = 5.387 ***), Technology (F = 3.290**), and Political (F = 231.997***).	Accepted

The research findings from this research revealed major characteristics of successful Thai SME entrepreneurs that they are serious in updating economic information of the trading partner countries, see the important of customer relations. They have ability in managing revenue, place important on time for producing and delivering products or providing service to customers on time. The entrepreneur participants also have ability in spoken foreign language for business communications with foreign trading partners, act fast for problem solving. Finally, they also consult external expert on international trade and used their own decision making for fast decision. - RO1

The findings from this current research found the perceptions of SME entrepreneurs towards the entrepreneurs' qualifications that the qualifications have significant influence on their business performance (higher international sales volume and sustainability); the findings from this current research were similar to Ibrahim & Mustapha (2019). The findings also revealed that entrepreneurs decentralized decision-making practice was the most influencing factor for Thai Entrepreneurs' international trade businesses. As Thai SMEs have to compete under the limit time for production and fast delivery, hence, using a single strong leadership operator to make decisions can result in fast workflow, and the company would be able to quickly respond to foreign customers. Another factor was entrepreneurs' foreign experience either for studying or working, the findings revealed that SME entrepreneurs' foreign experience had significantly positive impact on their international sales; this could be explained that because the entrepreneurs who experienced living in a foreign country would be able to recognize the needs and preferences of the people in those markets better than the one who did not. The last factor of qualification is that the entrepreneur needs to have vision of business expand into other countries' markets. Finally, the findings revealed that, without the desire of an entrepreneur to create the policy towards an international market expansion, his/her company would never be able to expand trade internationally. – RO2.

The findings from this current research found the SME participants perceived those external environmental factors had impacts on their businesses' performance on higher sales volume and business sustainable. First, the social factors, the number of population and social structure of trading partner countries had significant impacts on the sales volumes. Secondly, the results revealed that supports from the government influenced their success in international competition which is similar to the reports from the OECD (OECD, 2006). Regarding the law and regulations, the findings presented that the laws and regulations from many government agencies in Thailand were complex and did not support the SME's operations. The findings also pointed out that business partners' political stability and government policy on international trade had higher influence on the success of SMEs' international trade. Similar to previous studies done by Rashid & Waqar (2017) and Xie, (2019), the findings found exchange rates had significant influence most significant influence on their international trade above all other economic factors. For technology factor, the findings showed that by applying logistics technology (GPS, RFID and EDI) and improving production standard would increase the international performance of the SMEs. – RO3

Conclusions

The findings from this research could contribute to the new knowledge in order to identify the factors which are crucial for the SMEs in doing international trade business. The new knowledge reveals that government's policy in order to legislating rules and regulations on the customs and trade barriers to help the SMEs. In addition, the government agencies which works related to export activities and VAT return which needed faster speed for procedures were also major drivers for the success of Thai SMEs' international business expansion to success. Moreover, the factors such as culture and language were also very important for the SMEs' international business expansion in order to better understand needs and wants of the international markets. Other factors such as entrepreneurs' vision and entrepreneurs' international communication skills should be taken into consideration when the company need to perform in the globalization.

The findings also could be useful for academic purpose particularly for the perspective from different dimensions of Thai SMEs international trade enterprises. In the past, many SMEs entrepreneurs mainly focus on marketing strategy when conducting international trade businesses. Few entrepreneurs focus on their own characteristics, qualifications, and external environmental factors. However, this current research has found that the perceptions from successful SMEs entrepreneurs that characteristics, qualifications, and external factors are also major key factors for their business success in addition to marketing strategy. The findings could help to entrepreneurs to fulfill the possible gaps that the entrepreneurs did not recognize before; once the gaps have been recognized the entrepreneurs can adjust or improve their characteristics or qualifications through self-learning, training, or seminar for the more efficiency operations. The findings in this research also can be useful for education institutes and government sectors in order to provide useful information for their international trade classes or training courses.

Future Researches

Future research should be comprehensive mix-methods study which should collect data from stakeholders such as government agencies and customers in the host countries. The methods will enhance the research results to be more comprehended. Also, the data should be collected from both small and medium size enterprises and to compare the advantages and disadvantages of different sizes of the SMEs participating in international trade.

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THE MARKETING FACTORS AFFECTING CHINESE TOURIST'S DECISION-MAKING TO TRAVEL IN THE GRAND PALACE OF BANGKOK, THAILAND

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Abstract: This research took Chinese tourists who have visited the Grand Palace in Bangkok as the research population, to study the relationship between demographic factors and marketing mix satisfaction, the relationship between demographic factors and consumer decision-making process, the relationship between Marketing Mix satisfaction and consumer decision-making process, etc. and found a connection between the elements mentioned above. This study found there is a positive correlation between the satisfaction of the three factors such as Product, Place, Physical evidence and consumer decision-making, but there is no correlation between the satisfaction of the four elements of Price, Promotion, People, and Process and consumer decision-making. And gender and age of the demographic factors had no significant impact on marketing mix satisfaction through demographic factors and marketing mix satisfaction research, but education level, income and marital status have an impact on marketing mix satisfaction.

Keywords: Grand Palace, Chinese Tourists, Marketing Mix, Consumer Satisfaction, Consumer, Decision-Making Process, Demographic Factor.

Introduction

China and Thailand are geographically close and belong to traditional friendly countries. Thailand become a popular destination for Chinese tourists due to its unique cultural landscape and geographical advantages. According to Tourism Administration of Thailand, in 2017, the number of Chinese tourists visiting Thailand reached 9.8 million, and in 2018, the number of Chinese tourists to Thailand reached 10.5 million, a year -on -year increase of 7%, in 2019 was approximately 10.98 million, an increase of 4.2% year-on -years. China has become the largest source of tourists in Thailand for several consecutive years.

The Thai government also attaches great importance to Chinese tourists and has taken a variety of convenient measures specifically for Chinese tourists to improve the satisfaction of Chinese tourists in visiting Thailand. It is hoped that Chinese tourists can regard Thailand as a frequent destination and realize repeated tours and in-depth tours. Therefore, by studying the factors that influence the purchase decision of Chinese tourism consumers, we can use 7P marketing strategies to improve tourism services and increase the probability of Chinese consumers choosing and consuming Thai tourism products.

As the top representative of Thai architectural style and national tradition, the Grand Palace in Bangkok, Thailand, is the most popular destination for Chinese tourists in Thailand and one of the most beautiful business cards for Thai tourism. Researchers regard it as an important tourism product to study which factors in the 7P marketing mix strategy for Chinese tourists to visit the Grand Palace have an important impact on the consumer decision-making process (positive or negative influence), which is useful for improving tourism in the Grand Palace. Service quality is a very important item.

By analyzing the tourist satisfaction of Chinese tourists to the Grand Palace of Thailand, it provides a data basis for optimizing the tourism services of the Grand Palace of Thailand, and helps China Travel Agency, Thailand Travel Agency, and the Grand Palace Tourism Service Center of Thailand to develop new tourism products, improve service quality and finally realize the purpose of promoting cultural and tourism exchanges between China and Thailand.

Research Objectives

This research will study how the marketing mix affects the consumer decision-making process of Chinese tourists visiting the Grand Palace in Bangkok and examine the relationship between demographic factors and marketing mix, demographic factors' impact on the consumer decision-making process, the influence of consumer satisfaction on consumer decision-making process, and the influence of demographic factors and marketing mix on consumer decision-making process.

1) To identify the satisfaction in marketing mix of Chinese tourists to Grand Palace of Bangkok, Thailand.
2) To identify Chinese tourists' decision-making of the Grand Palace of Bangkok, Thailand.
3) To identify the relationship between the demographic factors and the customer behavior of 6W1H
4) To analyze the relationship between the satisfaction in marketing mix and Chinese tourists' decision-making the Grand Palace of Bangkok, Thailand.
5) To analyze the relationship between the marketing mix and consumer decision-making process added the demographic factors.

Literature Reviews

Chinese scholar Yang (2014) studied the imbalance of China-Thailand tourism service trade and pointed out that the imbalance of China-Thailand tourism service trade is inevitable, and China should make full use of China's advantages to enhance the country's soft power in Thailand. Scholar Chen (2015) conducted a study on the tourism behavior of Chinese tourists to Thailand and found that Chinese tourists are not only interested in the scenic spots and historical sites in Thailand, but also in the social culture of Thailand and the lifestyles and customs of the people. The Thai government should strive to explore Thailand. The excellent cultural resources correspond to the psychological needs of Chinese tourists. Xiao (2017) conducted a study on the tourism behavior of Chinese tourists visiting the Amphawa floating market in Thailand and pointed out that the Amphawa floating market should strengthen the improvement of surrounding transportation facilities, foreign language training, environmental sanitation, and product characteristics, and clearly marked prices. Improvements to meet the needs of Chinese tourists. Shen (2020) pointed out that factors such as per capita GDP, exchange rate, Thailand's explicit tourism advantage index, transportation convenience, and emergencies have an important impact on Chinese tourists visiting Thailand. Thongsiri (2021) conducted a study on the impact of the increase in Chinese tourists to Thailand on the Thai economy and found that there is a strong positive correlation between the two.

Methodology

This questionnaire will be distributed to 385 Chinese tourists who have experienced visited the Grand Palace in Bangkok, Thailand. The questionnaires consist of parts with a total 49 questions. It includes 13 questions for Demographic and Consumer Behavior (6W1H), 32 questions for Marketing Mix (7Ps) and 4 questions for Consumer Decision-Making Process.

In this part the researcher used statistical software to analyze the quantitative data, and the finding utilized to analyze the questionnaire data and perform inferential analysis. The analysis performs based on the research hypothesis including Part 1, Part 2, Part 3, Part 4, Part 5 and Part 6.

Part 1: Demographic factors and Custom er behavior analysis in descriptive by frequency and percentage.

Part 2**:** Marketing Mix (7Ps) including Product, Price, Place, Promotion, Process, People, and Physical Evidence in descriptive by mean and stander deviation.

Table 1: Interpretation Scale of Descriptive Statistics

Scale	Range
Completely satisfied	4.21-5.00
Mostly satisfied	3.41-4.20
Neither satisfied or dissatisfied	2.61-3.40
Mostly dissatisfied	1.81-2.60
Completely dissatisfied	1.00-1.80

Part 3: Customer Buying Decision-making process including Need Recognition, Information Search, Option Evaluation, Purchase Decision, Post-Purchase Evaluation, in descriptive by mean and stander deviation.

Part 4: the relationship between Customer Behavior (6W1H) What When Where Who Why Whom How analysis and Demographic Factors in descriptive by frequency and percentage and chi-square test.

Part 5: Inferential statistics for MEAN different testing between the marketing mix satisfaction and demographic using by t-Test, f-Test (ANOVA) and Post Hoc test.

Part 6: Inferential statistics that the researcher will use in this research by applying Person correlation. Using these specific statistics, the researcher will analyze the independent variables in the marketing mix, which variables are positive.

The researcher will apply a simple regression model to examine which independent factor has a strong or weak relationship towards dependent variables (Customer Decision-making). The researcher will apply a multiple regression model to examine which independent variables (Marketing Mix) and independent variables (Demographic factors) as a strong or weak relationship with dependent variables (Customer Decision Making).

Table 2: Interpretation Scale of Correlation

Size of Correlation	Interpretation
-.90 to -1.00	Very high positive (negative) correlation
-.70 to -.90	Haigh positive (negative) correlation
-.50 to -.07	Moderate positive (negative) correlation
-.30 to -.50	Low positive (negative) correlation
-.00 to -30	Negligible correlation

Population and Sample

Chinese tourists who have experienced visited the Grand Palace in Bangkok, Thailand. Sampling method. This study used a simple random sampling by issuing questionnaires online to 385 customers.

Validity& Reliability

The researchers conducted reliability analysis on a total of 32 questions about the marketing mix (7P), and obtained α=0.972, indicating that the reliability is very high, and the marketing mix (7P) questionnaire is credible.

The researchers analyzed the reliability of the four questions in the consumer decision-making process, and obtained α= 0.854, indicating that the consumer decision-making process questionnaire is credible.

The researchers conducted a validity analysis on a total of 32 questions about the marketing mix (7P), and found that the KMO value = 0.963 and the sig value = 0, indicating that the marketing mix (7P) is highly valid and can be used.

The researchers conducted a validity analysis on a total of 4 questions in the consumer decision-making process, and found that the KMO value = 0.790 and the sig value = 0, indicating that the consumer decision-making process has high validity and can be used.

Results

Demographic Factors and Customer Behavior Analysis

The researcher found out that in terms of gender, there are relatively more "females" in the sample, accounting for 70.65%. In terms of age, the proportion of "30-39 years old" is the highest at 48.83%. From the perspective of educational level, there are relatively many "bachelors" in the sample, with a proportion of 48.05%. In the sample, the proportion of "6500 yuan and above" was 49.61%. In terms of the distribution of marital status, most of the samples are "married", with a total of 215.0, accounting for 55.84%. In addition, the proportion of single samples is 35.84%.

The researcher found out: How many times you visited the Grand Palace It can be seen that more than 60% of the samples are "only once". What is your objective for visiting the Grand Palace More than 70% of the samples chose "tourism"? When will you decide to Grand Palace More than 50% of the samples chose "vacation"? How do you go to visit the Grand Palace, the proportion of "other" is 45.71%? Who is the person influenced you have decision to visit the Grand Palace? More than 40% of the samples selected "Other". And the proportion of friend's sample is 35.06%. How much you prepare for visiting the Grand Palace The proportion of "50-100 yuan" in the sample was 71.95%. How you get the Grand Palace information in terms of distribution, most of the samples are "social media", with a proportion of 30.39%. How long you spent the time for visiting The Grand Palace, the proportion of the sample who chose "two hours" was 49.61%.

Customer Satisfaction in Marketing Mix

It can be concluded that the respondents generally hold a positive view on the marketing mix (7P) of the Grand Palace Scenic Area, that is, the Mean of consumer satisfaction in the Product item = 4.176, which belongs to the range of Agree range; Mean of consumer satisfaction is in the Price Item = 3.761, belonging to the Normal range, close to the Agree range; Mean of consumer satisfaction in the Place item = 3.908, belonging to the Normal range, close to the Agree range; Mean of consumer satisfaction in the Promotion item = 3.681, belonging to the Normal range, close to the Agree range ;

Mean of consumer satisfaction in the People item = 3.887, which belongs to the Normal range and is close to the agreed range; the Mean of consumer satisfaction in the Process item = 3.811, which belongs to the Normal range and is close to the Agree range; the Mean of consumer satisfaction in the Physical evidence item = 3.9311, it belongs to the Normal range, close to the Agree range.

Customer Decision-Making Process (CDMP)

It can be concluded that the respondents generally hold a positive view on the Consumer Decision-Making Process of the Grand Palace Scenic Area, that is, the Mean of consumer satisfaction in the Need Recognition item = 3.48, which belongs to the range of Agree range; Mean of consumer satisfaction in the Information Search and Option Evaluation item = 3.69, belonging to the Agree range; Mean of consumer satisfaction in the Purchase Decision item = 3.94, belonging to the Agree range, close to the Strongly Agree range ; Mean of consumer satisfaction in the Post-purchase Evaluation item = 3.97, which belongs to the Agree range and is close to the Strongly Agree range; the Total Mean of consumer satisfaction in the Consumer Decision-Making Process item = 3.7682, which belongs to the Agree range.

Relationship between Customer Behavior (6W1H) and Demographic Factors

The researchers analyzed the above data and tested demographic factors and consumer behavior through the Chi-square test. It was found that the demographic factors showed differences in the number of visits to the Grand Palace Scenic Area, the purpose of the visit, the way of visiting, and the way of obtaining information. The researchers analyzed the data and tested demographic factors and consumer behavior through the chi-square test. It was found that the demographic age factor had no effect on the purpose of visiting the Grand Palace Scenic Area, the way of visiting, who was affected, the way of obtaining information, and the duration of the visit. showing differences.

The researchers analyzed the data and tested demographic factors and consumer behavior through the chi-square test. It was found that the demographic factors of education level showed differences in the way of tourism in the Grand Palace Scenic Area, who was affected, and the way of obtaining information. The researchers analyzed the data and tested demographic factors and consumer behavior through the chi-square test and found that the demographic factors of monthly income showed differences in the tourism purposes and tourism methods of the Grand Palace Scenic Spot.

The researchers analyzed the data and tested demographic factors and consumer behavior through the chi-square test. It was found that the demographic factors of marital status showed differences in the way of travel, ticket prices, and access to information in the Grand Palace Scenic Spot.

Relationship between Marketing Mix Satisfaction and Consumer Decision Process

The Pearson correlation analysis is used to study the consumer decision-making process, and the correlation between it and the marketing mix 7Ps, a total of 7 items, use Pearson correlation analysis. The coefficients are used to indicate the strength of the correlation. The details are as follows:

The R value between the consumer decision-making process and Product is 0.701, Price is 0.632, Place is 0.646, Promotion is 0.540, People is 0.656, Process is 0.646, Physical evidence is 0.694 respectively, and all Sig. values < 0.01, indicating that there is a significant positive correlation between the consumer decision-making process and 7Ps.

Table 3: Correlations of 7Ps and Customer Decision-Making Process (CDMP)

		CDMP	Product	Price	Place	Promotion	People	Process	Physical
Pearson Correlation	CDMP	1.000	.701	.632	.646	.540	.656	.646	.694
	Product	.701	1.000	.706	.676	.531	.712	.655	.745
	Price	.632	.706	1.000	.719	.552	.674	.659	.662
	Place	.646	.676	.719	1.000	.722	.716	.710	.653
	Promotion	.540	.531	.552	.722	1.000	.619	.648	.563
	People	.656	.712	.674	.716	.619	1.000	.832	.774
	Process	.646	.655	.659	.710	.648	.832	1.000	.803
	Physical	.694	.745	.662	.653	.563	.774	.803	1.000

Relationship between Marketing Mix Satisfaction and Demographic Factors

The researchers used t-Test, f-Test (ANOVA) and Post Hoc test to infer different means between marketing mix satisfaction and demographic factors, and calculated demographic education level, monthly income, marital status and market Marketing mix satisfaction.

The researcher found that samples with different education levels showed differences in Promotion, People, Process, and Physical evidence. Specifically, the LSD method was used: The level of education has a 0.01 level of significance for Promotion (F=4.181, p=0.006), and the comparison results of the average scores of the groups with obvious differences are " High school / Vocational High school > Bachelor; High school / Vocational High school > Master and above ".

The education level for People showed a 0.01 level of significance (F=4.466, p=0.004), and the results were " High school / Vocational High school > Bachelor; High school / Vocational High school > Master and above ".

The educational level for Process showed a 0.01 level of significance (F=5.276, p=0.001), and the results were " Junior High school and below > Master and above; High school / Vocational High school > Bachelor; High school / Vocational High school > Master and above ".

The educational level shows a 0.05 level of significance for Physical evidence (F=3.069, p=0.028), and the results were " High school / Vocational High school > Bachelor; High school / Vocational High school > Master and above. ".

The researcher found that different monthly income samples showed differences in Product, Promotion, Process, and Physical evidence. Specifically, the LSD method was carried out:

Monthly income for Product showed a 0.05 level of significance (F=2.810, p=0.039), and the comparison results of the average scores of the groups with obvious differences were "below 2,000 yuan > 6,500 yuan and above".

Monthly income has a 0.05 level of significance for Promotion (F=2.948, p=0.033), and the results were "below 2000 yuan> 2000-4499 yuan; below 2000 yuan> 6500 yuan and above".

Monthly income for Process showed a 0.01 level of significance (F=4.302, p=0.005), and the results were "below 2000 yuan>6500 yuan and above; 4500-6499 yuan>6500 yuan and above".

Monthly income showed a 0.01 level of significance for Physical evidence (F=4.032, p=0.008), and the results were "below 2000 yuan>6500 yuan and above; 4500-6499 yuan>6500 Yuan and above".

The researcher found that: different marital status samples showed differences in Physical evidence. Specifically, the LSD method was used: Marital status showed a significant level of 0.05 for Physical evidence (F=3.701, p=0.026), and the result was "others > married".

Relationship of Demographic Factors and Consumer Decision-Making Process added Marketing Mix

Stratification regression in multiple regression analysis is used to study the model changes brought about by the increase of the independent variable (X), and is usually used for model stability tests, mediating effects, or moderating effects. As can be seen from the above table, this stratification regression analysis involves a total of 2 models. The independent variables in Model 1 are gender, age, educational level, monthly income, and marital status. Model 2 adds 7Ps on the basis of Model 1. The dependent variables of the model are consumer decision-making process.

From the above table, we can see that gender, age, educational level, monthly income, and marital status are used as independent variables, and the consumer decision-making process is used as the dependent variable for linear regression analysis. As can be seen from the above table, the R-square value of the model is 0.051, which means that gender, age, educational level, monthly income, and marital status can explain 5.1% of the changes in the consumer decision-making process. When the F test was performed on the model, it was found that the model passed the F test (F=4.036, p<0.05), which means that at least one of gender, age, educational level, monthly income, and marital status will have an impact on the consumer decision-making process. And the model formula is: consumer decision-making process=4.766-0.123* gender-0.004* age-0.155* educational level-0.072* monthly income-0.054* marital status. *B* value of gender is -0.123, age is -0.004, monthly income is -0.072, marital status is -0.054, respectively and they don't show significant (t=-1.437, p=0.152>0.05), (t=-0.099, p=0.921>0.05), (t=-1.752, p=0.081>0.05), (t=-0.826, p=0.409>0.05), respectively that means that gender, age, monthly income, marital status have no impact on the consumer decision-making process; but education level is -0.155, and it is significant (t=-3.210, p=0.001<0.01), which means that education level has a significant negative impact on consumer decision-making process. The summary analysis shows that the education level will have a significant negative impact on the consumer decision-making process, but gender, age, monthly income, and marital status will not have an impact on it.

For Model 2: After adding 7Ps based on Model 1, the change of F value shows significant (p<0.05), which means 7Ps have explanatory significance for the model after being added. In addition, the R-square value increased from 0.051 to 0.604, that means that 7Ps can explain 55.4% of the consumer decision-making process. Specifically, *B* value of Product is 0.381, Price is 0.098, Place is 0.129, Physical evidence is 0.265, respectively and they are significant (t=4.967, p=0.000<0.01), (t=1.999, p=0.046<0.05), (t=2.102, p=0.036<0.05), (t=3.698, P=0.000<0.01), respectively, that mean that Product, Price, Place and Physical evidence will have a significant positive impact on the consumer decision-making process. And for Promotion, People and Process, no have impact on it.

The final summary analysis shows that the education level will have a significant negative impact on the consumer decision-making process, but gender, age, monthly income, and marital status, the answer is no. And Product, Place, Price and Physical evidence will have a significant positive impact on the consumer decision-making process, but Promotion, People, Process, the answer is no.

Table 4: Summary Result of Demographic Factors Marketing Mix and Consumer Decision-Making Process (*n*=385)

	Stratified 1					Stratified 2				
	B	Std error	*t*	*p*	*β*	*B*	Std error	*t*	*p*	*β*
Constant	4.766**	0.276	17.275	0.000	-	0.334	0.281	1.189	0.235	-
Gender	-0.123	0.085	-1.437	0.152	-0.075	-0.052	0.056	-0.928	0.354	-0.032
Age	-0.004	0.044	-0.099	0.921	-0.005	-0.009	0.029	-0.308	0.758	-0.011
Education	-0.155**	0.048	-3.210	0.001	-0.174	-0.088**	0.032	-2.743	0.006	-0.099
Income	-0.072	0.041	-1.752	0.081	-0.095	-0.004	0.027	-0.144	0.886	-0.005
Status	-0.054	0.065	-0.826	0.409	-0.043	-0.064	0.043	-1.502	0.134	-0.052
Product						0.381**	0.077	4.967	0.000	0.283
Price						0.098*	0.049	1.999	0.046	0.107
Place						0.129*	0.061	2.102	0.036	0.128
Promotion						0.042	0.045	0.925	0.356	0.046
People						0.049	0.069	0.720	0.472	0.048
Process						0.019	0.070	0.276	0.783	0.019
Physical Evidence						0.265**	0.072	3.698	0.000	0.236
R^2	0.051					0.604				
Modified R^2	0.038					0.592				
F value	F (5,379) =4.036, p=0.001					F (12,372) =47.352, p=0.000				
R^2	0.051					0.554				
F value	F (5,379) =4.036, p=0.001					F (7,372) =74.385, p=0.000				
Independent Variable: Consumer Decision-Making Process										

* p<0.05 ** p<0.01

Discussions

Based on previous research, the researcher specifically selects the most famous Grand Palace in Bangkok, Thailand as an example, and studies the factors that affect the Marketing Mix of Chinese tourists who visit the Grand Palace in Bangkok. Relying on Consumer Behavior theory, Marketing Mix theory, and Consumer Decision-Making Process theory, the researcher Found out that One is that there is a positive correlation between the satisfaction of the Marketing Mix and the Consumer Decision-Making Process; one is that Marketing Mix satisfaction is influenced by demographic factors. And the researcher also found out that comparing to demographic factors, the Marketing Mix is the most important to strongly affect the Consumer Decision-Making Process, and the Product, Physical evidence very important.

Conclusions

According to SPSS data analysis, it is proved that among the 7P factors of marketing mix, Product, Place, and Physical evidence will have a significant positive impact on the consumer decision-making process. But Price, Promotion, People, Process do not affect the consumer decision-making process. So, the researcher partially accepted H1i, there is a positive correlation between the satisfaction of the three factors such as Product, Place, Physical evidence and consumer decision-making, but there is no correlation between the satisfaction of the four elements of Price, Promotion, People, and Process and consumer decision-making.

According to SPSS date analysis, the researchers found that gender and age of the demographic factors had no significant impact on marketing mix satisfaction through demographic factors and marketing mix satisfaction research, but education level, income and marital status have an impact on marketing mix satisfaction, so H2o is partially accepted.

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NON-NORMALITY OF FINANCIAL RETURNS AND RISK MANAGEMENT IMPLICATIONS

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Abstract: This paper investigates whether the assumption of normality holds for market returns distributions of the largest and oldest market indices of the world. The assumption of normality is crucial for risk management considerations, especially for the use of value-at-risk models. We use Kolmogorov-Smirnov distributional fit tests and skewness-kurtosis charts and find that returns in the major stock indices of the US and Europe don't generally comply with normal distribution, especially if longer estimation windows are considered.

Keywords: Non-Normality Market Returns, Value-At-Risk.

Introduction

Financial risk arises from the probability of asset price change in an unexpected direction and at an unexpected value, the greater the magnitude of such change the higher the loss that can be incurred. This may be especially dangerous to institutional investors whose operations depend on their economy-raising efforts. Such investors bear strategic importance; if not for the whole economy, then a sizable part of it, as financial distress experienced by them may have potentially devastating effects outside of the conventional environment of its shareholders.

Risk management requires a certain degree of knowledge about the possible exposure to risk, and knowledge-based on predictive modeling found within inferential statistics. Risk itself; often described as probability of a loss, is largely a variance-based metric. In the case of a financial risk, it is expressed with the variance of returns, which allows us to predict the potential future return, or rather a certain interval to which the return value is going to be limited. However, such an estimation is based on our knowledge of the underlying distribution of returns.

It has been a long-standing debate in the field of financial statistics as to the shape of distributions of financial returns, or stochastic models of stock price changes, with a few schools of thought standing out as the most persistent hypotheses. The financial theory rests heavily on the assumption of normality, with the most prominent models based on it being CAPM (Sharpe, 1964; Lintner, 1965) and portfolio theory (Markowitz, 1991). This assumption dating back to the beginning of 20th century, however, doesn't stand literary critique nowadays.

Mandelbrot (1963) and Fama (1965) were the ones to first question the normality of return distribution suggesting it was stable Paretian, many followed and others suggested returns to be Student-t distributed (Blattberg & Gonedes, 1977; Peiro, 1994; Os, 2007; Mike & Farmer, 2008; Gu & Zhou, 2009), Gaussian but affected by Poisson jumps (Press, 1967; Hsu et al., 1974), exponential (Dragulesku & Yakovenko, 2002; Silva & Prange, 2004), some found returns distributions not to be symmetrical after all (Peiro, 1999), and non-Gaussian (Hinich, 1982; Gerig & Vicente, 2009).

In this paper, we are going to test the assumption of returns normality based on seven world indices and the time period of 22 years (1990-2022) of modern financial history. Our main hypothesis is that returns do not demonstrate normality constantly and consistently, which especially is affected by the turbulent times in the global financial markets. The importance of this work is rooted in the foundations of financial risk management, as the ability to predict risks in future returns based on their empirical distribution.

Literature Reviews

The most popular view derives from Bachelier (1900) and his proposition of a random character of stock price movements. Bachelier had two main assumptions that affected the theory of finance greatly and shaped the way we understand stock markets ever since; these assumptions are that the stock price changes are normally and individually independently distributed (i.i.d). The "i.i.d." assumption came to be referred to as random walk (Kendall & Hill, 1953; Levy, 1967). Notably, this approach subsequently gave rise to the much-debated Efficient Market Hypothesis (EMH) (Fama, 1965).

Thus, all subsequent work did not question Bachelier's assumption of normality, with the exception of a branch primarily originating from derivative pricing models, that found prices to be log-normally distributed and suggested the Geometric Brownian Motion (GBM) model of stock price movements (Sprenkle, 1964). These vies all fall under the Gaussian family of distributions and are not inconsistent with one another (Mandelbrot & Taylor, 1967, Murphy, 1990).

Another school of thought agrees with Bachelier's random walk hypothesis, but disagrees with Gaussian, or normal, distribution assumption of the price changes claiming it to follow the stable Paretian distribution with infinite variance (Mandelbrot, 1963; Fama, 1963; Mandelbrot, 1967), which subsequently was reconciled with the Gaussian by Mandelbrot (1967), who suggested that symmetric stable Paretian random walk is not incompatible with the Gaussian random walk, both applied to fixed time intervals; Mandelbrot suggested Gaussian to be a special case of Paretian (Mandelbrot, 1967; Brada et al., 1966). Time intervals have an essential role as they determine the return frequency, simply put these are frequencies of transactions, but for the sake of modeling they are assumed to be equal, hourly, daily, weekly, etc.

Another important element of return distributions assumptions is the stability, which has been much contested too (Hsu et al., 1974) and Drozdz et al. (2007) confirm that even though return distributions seem to belong to the broad spectrum of Gaussian family, the tails thickness change from time to time.

Nowadays, the governing assumption is still normality, however, most researchers agree that evidence suggests otherwise, but most currently used financial theories rely on normality heavily.

Methodology

We will use the R software to collect financial data from Yahoo Finance. The data will be market index quotes from the following biggest and oldest 7 world indices: "^W5000", "^IXIC", "^RUT", "^GSPC", "^FTSE", "^GDAXI", "^FCHI". These indices represent different regional markets, American market, and European market, both belonging to developed economies.

To test our hypothesis, we will run distribution fitness tests on the estimation horizons generated from the original data varying horizons from 100 days (which is the regulatory requirement for an estimation window for the purposes of risk management) to up to 5 years (1250 days), the duration of an average full business cycle. We will present the data in form of summary statistics of distributional fit variables, such as the p-value for the Kolmogorov-Smirnov statistic (Liliefors, 1967) and Cullen and Frey skewness-kurtosis charts (Cullen and Frey, 1999; Delignette-Muller & Dutang, 2015) to test against the parameters of the normal distribution.

The K-S -statistic is a widely used goodness of fit test for distribution analysis (Massey, 1951; Lilliefors, 1967), that has proven to be appropriate for validation of risk models (Dryver & Sukkasem, 2007). The K-S tests can be done both for one sample and a reference distribution and two samples to compare if they belong to the same distribution.

The Kolmogorov-Smirnov test statistic is defined as the D-statistic, which is a difference parameter:

$$D=max\ (F(Yi)-(i-1)/N, i/N-F(Yi))\ , \qquad (1)$$

where F is the theoretical CDF of the tested distribution (Chakravart, Laha, and Roy, 1967). The hypothesis regarding the distributional form is rejected if the p-value for the test statistic, D, is in the rejection area (<0.05). To test our hypothesis, we will run two-sample tests. We will use the R software and support the results with SAS Enterprise Guide software. A convenient tool for plotting distributional characteristics of time series data is the Cullen-Frey chart (Cullen & Frey, 1999), shown in Appendix A. We expect to see deviations of time series data points of returns scattered across the graph panel with no clustering around theoretical distributions.

Results

The total number of index-day observations of returns in the sample is 56,882, or 8,126 per index. We divide the time-series of index returns into consecutive estimation windows of 100 days (regulatory VaR requirement), 250 days (one year equivalent), 750 days (three years equivalent), and 1,250 days (five years equivalent), with 82, 33, 11, and 7 consecutive estimation windows per index. Additionally, we calculate, but do not report the four moments of the return distribution for each estimation window.

100-Day Estimation Windows

When broken into 100-day consecutive estimation windows the index-return observations on the seven selected indices demonstrate good fir to the normal distribution with an overall reject-rate of 3% unequally distributed among the indices (Table 1). The table also reports the Fisher's chi-square test statistic and its p-value, showing no significant association between indices and reject rates.

Table 1: P-Values for The KS Test for Normal Distribution (100-Day-Consecutive Periods)

Index	Reject		Total
	0	1	
CAC	81 98.8 %	1 1.2 %	82 100 %
DAX	80 97.6 %	2 2.4 %	82 100 %
FTSE100	82 100 %	0 0 %	82 100 %
NASDAQ	80 97.6 %	2 2.4 %	82 100 %
Russell2000	78 95.1 %	4 4.9 %	82 100 %
S&P500	77 93.9 %	5 6.1 %	82 100 %
Wilshire5000	79 96.3 %	3 3.7 %	82 100 %
Total	557 97 %	17 3 %	574 100 %

χ^2=*7.517, df=6, Cramer's V=0.114, Fisher's p=0.278*

However, risk estimation doesn't follow the protocol of consecutive window sampling and, in fact, can happen at any moment in time, so we test the same hypothesis by resampling the 100-day estimation windows randomly from the overall sample, rather than consecutively. Results in table 2 demonstrate a 17.9% rejection rate of the null hypothesis for the normal distribution at the 0.05 level, and no significant difference from index to index (p-value for the Fisher's chi-square test reported for the contingency table 2 is larger than 0.05).

Table 2: P-Values for The KS Test for Normal Distribution (100-Day-Random Periods)

Index	Reject		**Total**
	0	1	
CAC	72 87.8 %	10 12.2 %	82 100 %
DAX	67 81.7 %	15 18.3 %	82 100 %
FTSE100	71 86.6 %	11 13.4 %	82 100 %
NASDAQ	66 80.5 %	16 19.5 %	82 100 %
Russell2000	70 85.4 %	12 14.6 %	82 100 %
S&P500	63 76.8 %	19 23.2 %	82 100 %
Wilshire5000	62 75.6 %	20 24.4 %	82 100 %
Total	471 82.1 %	103 17.9 %	574 100 %

χ^2=7.572, df=6, Cramer's V=0.115, p=0.271

Results of Table 1 and Table 2 being so different, we run the random sampling of 100-day estimation windows 100 times to observe the total rejection rate, results suggest 25% mean rejection rate on all 100 sampling runs, the rate ranging between 19% and 33%.

Figure 1 reports the skewness-kurtosis charts for distribution fit for the normal distribution only (or symmetrical Gaussian) for the sequentially sampled 100-day windows, where the acceptable are of kurtosis-square of skewness is marked with the outlines of the blue rectangle; dots inside the rectangle outline signify the estimation windows where the return distribution fit normal, dots outside of the blue outlined rectangles are estimation windows that do not for the normal distribution. In fact, we observe deviation from normality in 56 out of 574, or in 9.8% of all cases.

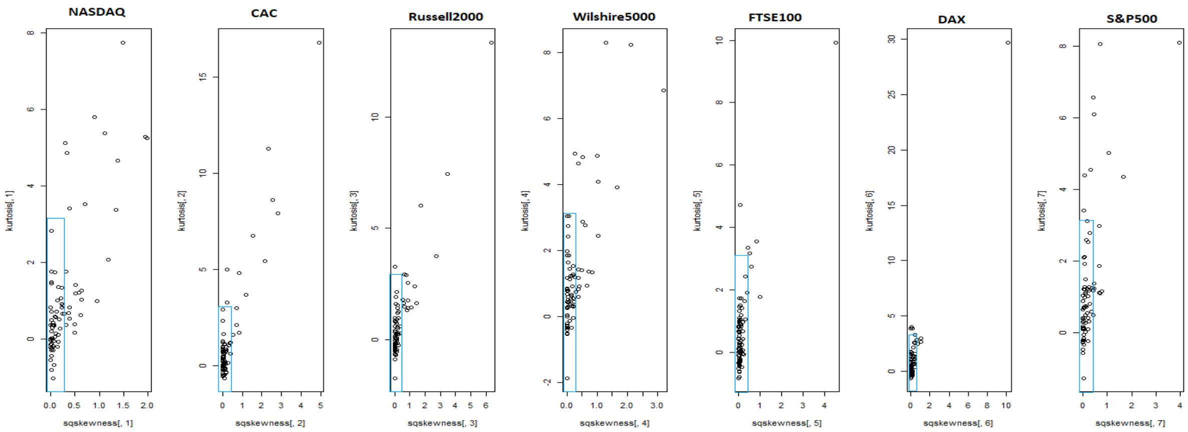

Figure 1: Cullen-Frey Skewness-Kurtosis Chart for Distribution Fit

Thus, we conclude according to the results of the KS-test and the skewness-kurtosis charts, the return distributions of 100-day estimation windows fail to fit the parameters of the normal distribution.

250, 750, And 1250-Day Estimation Windows

As we test out hypothesis on other estimation windows, we observe interesting results for the sequentially sampled estimation windows (Table 3). With the increase of the length of the estimation window the distributions lose normality and finally for the 5-year equivalent period none of the windows fir normality. We observe even more frequent deviations from normality in relation to randomly sampled estimation windows.

Table 3: Reject Rates for 1-Year, 3-Year and 5-Year Estimation Windows

	Sequentially Sampled			Randomly Sampled		
Index	250-days window	750-days window	1250-days window	250-days window	750-days window	1250-days window
CAC	9.1 %	48.5 %	100 %	42.7 %	98.8 %	100 %
DAX	24.2 %	45.5 %	100 %	56.1 %	100 %	100 %
FTSE100	9.1 %	42.4 %	100 %	45.1 %	100 %	100 %
NASDAQ	27.3 %	69.7 %	100 %	86.6 %	100 %	100 %
Russell2000	21.2 %	36.4 %	100 %	68.3 %	100 %	100 %
S&P500	30.3 %	51.5 %	100 %	79.3 %	100 %	100 %
Wilshire5000	24.2 %	57.6 %	100 %	76.8 %	100 %	100 %
Total	20.8 %	50.2 %	100 %	65 %	99.8 %	100 %
Chi-square Tests	*p=0.196*	*p=0.151*	*p=1.000*	*p=0.000****	*p=1.000*	*p=1.000*

Additionally, the p-values for the Fisher's chi-square test for the contingency tables show that there is no significant association between reject rates and indices with one exception, the randomly sampled year-equivalent windows, which may indicate that considering the annual cycles indices perform differently in terms of distribution fit, especially if we compare values for the US indices with values for European indices, which have significantly lower reject-rates; the same is confirmed by Fig. 1 results, where we see most of skewness-kurtosis datapoints for CAC, FTSE and DAX more clustered within the normal limits rectangle.

Discussions

Overall, we observed a few anomalies in our results. Firstly, sequential samples fit better to the normal distribution than random samples, which may indicate the effect of the time period. Secondly, European indices less frequently diverge from normality, especially if the estimation windows are shorter than or equal to one trading year. The 100–250-day horizons are critically important for risk management in the investment process, as they are the most commonly recommended estimation horizons for the measure of Value-at-Risk (Danielsson, 2002; Hurlin & Tokpavi, 2007). Currently used VaR models rely heavily on the assumption of the normal distributions of returns, thus any deviations from the normality can cause severe losses to investors.

To explore the anomalies, we will include the “time” variable (an order variable from 1 to 82) into the set and run a series of regressions on the p-values to check what factors have a significant association with the distributional fit; we run the first regression on the dependent variable “p-value” and independent variables being the four moments, time period, and index as control (Table 4).

Table 4: Regression Model 1 Results

Model Is Run According to The Specification: Lm (Formula = P-Value ~ Mean + Standard Deviation + Skewness + Kurtosis + Time + Index)

	Estimate	Std. Error	T Value	Pr (>|T|)
Mean	18.7814077	11.8983296	1.578	0.1150
Standard Deviation	2.5263898	2.4050174	1.050	0.2940
Skewness	0.0089477	0.0285443	0.313	0.7540
Kurtosis	-0.0398185	0.0060272	-6.606	9.24e-11 ***
Time	-0.0031631	0.0005217	-6.063	2.46e-09 ***
Index	(Yes)	(Yes)	(Yes)	(Yes)

*Note: 0 ‘***’ 0.001 ‘**’ 0.01 ‘*’ 0.05 ‘.’ 0.1 ‘ ’ 1*

Multiple R-squared: 0.1617, Adjusted R-squared: 0.1451 (p-value: 3.243e-16)

Model 1 shows a significant association between the p-values for KS test (normal distribution) and the variables Kurtosis and Time, meaning thicker tails in the time periods when distributions of returns fail to comply with normality, and that it happened in the more recent than early time periods.

Additionally, we run a logistic regression on variable "reject" which is binary and coded as 1 if H0 is rejected and 0 if not. Results reconfirm the findings of Model 1.

Table 5: Regression Model 2 Results

Model Is Run According to The Specification: Glm (Formula = Reject ~ Mean + Standard Deviation + Skewness + Kurtosis + Time + Index)

	Estimate	Std. Error	T Value	Pr (>|T|)
Mean	11.5478498	9.6368748	1.198	0.231312
Standard Deviation	3.8684273	1.9479080	1.986	0.047532 *
Skewness	-0.0834261	0.0231191	-3.609	0.000336 ***
Kurtosis	0.0146840	0.0048817	3.008	0.002749 **
Time	0.0021001	0.0004225	4.970	8.91e-07 ***
Index	(Yes)	(Yes)	(Yes)	(Yes)

*Note: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1*

(Dispersion parameter for gaussian family taken to be 0.05385176)

Results of logistic regression (Table 5) confirm the association between time, kurtosis, and reject rates meaning that the probability of rejection rises in the more recent time periods, and the rejections are associated with higher kurtosis of the tails. But in this model, we also observe that rejections are associated with lower skewness of returns and higher standard deviations of returns.

Thus, we conclude, that in the more recent time periods, qualitatively we observe that it happened after the financial crisis, especially in the last 4-5 years, distributions of returns in the world indices tend to be non-normal more and more often, it mostly happens with American indices and the returns display thicker tails. On the other hand, we can also support the conclusion with simply observing the p-values in different years, in the years after 2008 the p-values for all investigated indices visibly decreased.

Conclusions

Return distributions demonstrate consistent deviations from normality, and the rate of such deviations increases for longer periods of time and also is happening more and more frequently in the time periods after 2008, also American indices show more deviations than European. This has significant implications not only for investment theories relying heavily on the normality assumption but also for the world of practice, namely the process of managing investment risk to avoid losses.

Our research connects with Danielsson (2002), Hsu et al., (1974) and Drozdz et al. (2007), however, requires more tests as to alternative distributions fitness tests and expanding the time-horizon and the number of indices.

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SYCRETIC LANDSCAPES: BANGKOK'S SPIRIT HOUSES AS EVERYDAY SPACES OF NON-FORMAL SACREDNESS

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Abstract: Studies on religious geography is dominated by Western definitions of religious landscapes that have emerged as a result of monotheistic formal religious attributes. Within these studies, materiality associated with formalized sacred spaces are reified by traditional European/Christian religious practices as well as due to the rigor of religious practices introduced by European immigrants. However, there is a large deficiency in studies that showcase non-Western religious landscapes that show non-material, non-formal aspects of spirituality that challenge the conventional notions of Western-centric religious geographies. In this paper, we look at the case of Bangkok's spirit houses that offer a window into non-Western urban religious landscapes. We use visual evidence from field work in Bangkok as well as participant observations and interviews of its residents who sanctify these sacred spaces. Specifically, we show a typology within spirit house landscapes where various aspects of spirit landscapes and material landscape Spirit Houses symbolize sacredness for Bangkok's residents. We call these "syncretic landscapes" to signify the complex nuance embedded within the non-formal and formal attributes of spirit houses. Further, we show that through their everyday practices, Bangkok's residents sanctify the city's spirit houses while negotiating their urban spaces.

Keywords: Syncretic Landscapes, Spirit Houses, Religion, Sacred Space, Thailand.

Introduction

Whether you personally believe in them or not, spirits, ghosts, and magic, are a part of the supernatural landscape, Indeed, people around the world still recognize and identify with beliefs and practices associated with what most westerners would label as the "supernatural." Yet, despite modernization and major social, economic, and political change throughout the world, individual religious and spiritual beliefs and practices related to everyday life and the supernatural have not declined as drastically as previously thought (Ammerman, 2006; 2014), and people continue to "make room for the sacred in their everyday lives" (Williams, 2009, 258). So, instead of religion and spiritual beliefs going to the wayside, the forces of globalization, namely advances in communication and transportation, has not led to an overwhelming quelling of religious fervor throughout the world, but instead has led to the commodification and syncretizing/hybridizing of religious beliefs and practices, which is reflected on both the rural and urban cultural landscape.

In this paper, we explore the case of Bangkok's spirit houses that show syncretic, democratic, and non-formal aspects of spirituality and the supernatural. Specifically, we first describe the main characteristics, typology, and functions/purpose of Thai spirit houses; elucidate the ways Bangkok urban dwellers, through their everyday practices, sanctify the city's spirit houses and thus create sacred spaces; and discuss how spirit houses impact and contribute to the urban cultural landscape of Bangkok, Thailand.

Religious Geographies, Cultural Landscape, And Sacred Spaces

Despite being somewhat ignored in the past, the sub-discipline of religious geography has gained more attention in recent years. Indeed, after a call for more religious studies from academics such as Park (2004) and Kong (2010), scholars since the turn of the century have begun to delve into broader religious geographies concerning, for example studies on the uniqueness of the American religious landscape (Zelinsky, 2001); the relationships between geography and religion (Park, 2002); the social construction of sacred space (Ivakhiv, 2003); on creating of sacred space through séance (Holloway and Valins, 2002); on religious landscapes (Kong 2007); on Muslim women's veiling practices (Gökarıksel, 2009); on Chicago's urban religious landscape (Zelinsky and Mathews, 2011); on making "unofficial" sacred space (Heng, 2016).

However, most of the religious studies from geographers has focused more on the Global North, and about European and Neo-European religious landscapes. Yet, there still appears to be a dearth of religious geographies on the Global South, especially studies that examine the urban religious landscapes and sacred spaces in South East Asia. Furthermore, a reexamination of the urban religious landscapes in the Global South is needed.

Defining Religion

It is important to begin by defining some of the main terms and concepts used throughout this paper, such as religion, cultural landscape, and sacred space. We will begin by defining the meaning of religion, which is a difficult task when considering the complex and various definitions that appear in geography literature associated with religion. In his 1976, Yi Fu Tuan posed the following question, "What is the meaning of religion?" (Tuan, 1976). Tuan, followed up his query, by stating: Religion is a special kind of awareness… A religious person is one who seeks coherence and meaning in his world, and religious culture is one that has a clearly structured world view. The religious impulse is to tie things together… The central principle may be God… or a concept of justice or historical development. In this view, Buddhism is as much a religion as Christianity… At the individual level… All human beings are religious if religion is broadly defined as the impulse for coherence and meaning. The strength of the impulse varies enormously from culture to culture, and from person to person (Tuan, 1976, 271-272).

Although the definitions of religion vary, in geography there exist a standard religion classification system. For example, large mainstream religions that seek new converts, such as Islam and Christianity, and Buddhism are considered “Universal religions” (Park, 2004, 4). Religions that do not seek new members, and are closely associated with ethnic groups, such as Hinduism and Judaism are typically labeled “Ethnic religions” (Park, 2004, 4). Spirit worship and the recognition of supernatural entities and ghosts are sometimes considered “tribal” or “traditional” religions (Park, 2004).

Defining Cultural Landscape

Cultural landscapes studies have a long history within geography, and the term cultural landscape has evolved and been contested throughout its history. However, cultural landscape can be summed up as a landscape that has been influenced or shaped by human forces rather than natural forces. Undoubtedly, religion is expressed through the objects and sacred spaces created by humans, and arguably eastern religions and beliefs leave more of significant impact on the cultural landscape, at least in material manifestations and creation of sacred objects and spaces. Indeed, throughout Southeast Asia, the cultural landscape is littered with man-made objects and buildings, such as religious shrines and structures, such as spirit houses.

Defining Sacred Space

Sacred space is another term closely associated to religious geographies. In essence, a sacred space is a space or place influenced by religion, or a space that possesses a religious significance and meaning. Not only are “official” places of worship, such as churches or temples, capable of being considered sacred spaces, a sacred space can include homes, schools, roadside shrines, and other landmarks that are sanctified through religious rituals or practices, such as prayer, singing, chants, and other “religious” performances.

Chris Park explains, “One of the more prominent geographical dimensions of religious expression is the notion of sacred space. Most religions designate certain places as sacred or holy, and this designation often encourages believers to visit those places in pilgrimage and puts responsibilities on religious authorities to protect them for the benefit of future generations.” (Park, C. 2004).

Thai Popular Religion

In Thailand, Buddhism is the official state recognized religion; a religion which strongly impacts both the landscape and daily lives of Thai citizens. The visible representation or construction of Buddhism is extensive; as Buddhist temples, monasteries, pagodas, stupas (mound shaped structures introduced from India that usually contain religious relics) and saffron-robed monks can consistently be seen throughout the Thai kingdom. In regards to daily lives, many Thais provide offerings, known as alms or tombon in Thai, to monks each morning or take trips to the local temples or monasteries to pray or meditate. However, despite the popularity and prevalence of Buddhism, everyday religious and spiritual practice in Thailand is not completely straightforward. Indeed, the employing of spirit mediums, wearing of magic amulets, performing animistic rituals, revering Hindu and Chinese deities, and venerating past and present royalty are all elements of popular religion in contemporary Thailand (Kitiarsa 2005a; Wilson, 2008). Because popular religion in Thailand has multiple elements such as Buddhism, Hinduism, and animism, the religious system is considered "hybridized" or "syncretized" (intermingling or mixture of two more religious belief systems).

Furthermore, despite the dominance of Buddhism, the recognition of spirits and ghosts (*phii* in Thai) is also an integral part of the popular belief and religious system in Thailand. Indeed, spirit worship and recognition of spirits or ghosts is so prevalent, it is reported that around 80% of Thais believe in the supernatural (Cornwel-Smith, 2009). And since 95% of Thais consider themselves Buddhist (Klunkin and Greenwood, 2004), a large majority of Buddhist in Thailand believe in spirits and the supernatural. Overall, popular religion in Thailand is "syncretized" or "hybridized", consisting of a mixture of Theravada Buddhism, Hinduism, folk Brahmanism and animism (Kitiarsa, 2005a). Buddhism, Hinduism, and Brahmanism were introduced to Thailand from South Asia. Whereas animism, or the belief and worship of nature and ancestral spirits, has a long history in Thailand and Southeast Asia in general.

Thai Spirit Houses

Spirit houses are modest to extravagant shrines that typically resemble miniature Thai palaces or traditional teak wood Thai houses (Freeman and Shearer, 2000). Spirit houses range in size, from relatively small structures, such as the size of a small birdhouse, to larger structures, approximately the size of a large mailboxes (see pictures below). Normally, the extravagance and size of the spirit house or spirit shrine depends on its purpose or the affluence of its owner. However, regardless of the physical characteristics, spirit houses of all various sizes and shapes are believed to house tutelary spirits or ancestral spirits of the land, serving as a protector or guardian.

Spirit houses and spirit shrines are ubiquitous, and can be seen throughout Thailand. Almost every home, high-rise condominium, shop, bar, nightclub, restaurant, hotel or business has a spirit house on the premises or nearby (Reichart and Khongkhunthian, 2006). Even most major commercial buildings, department stores, shopping malls or large open-air markets have a public spirit shrine

(Wilson, 2008). More than 10,000 spirit shrines are estimated to exist in Bangkok alone (Kitiarsa, 2005b).

Spirit shrines and spirit houses, large and small alike, are well respected and appreciated by Thais. For example, most passerby will offer the traditional Thai greeting gesture of respect (*wai* in Thai) of placing two hands together and raising them (similar to a prayer gesture in the west) when they walk or drive past a spirit house or spirit shrine (Wilson, 2008). When spirit houses are offered gifts and treated well, Thais believe the spirits or guardian angels that are assumed to reside inside the spirit houses will grant wishes, guarantee good health, provide wealth, good luck and fortune; or offer protection from evil or harm (Riechart and Khongkhunthian, 2007). Therefore, Thais traditionally clean and adorn spirit houses with elaborate decorations in order to accommodate and propitiate the guardian spirit, as well as offer daily gifts for the respective spirit house under their care (Wilson, 2008).

Data Collection and Methodology

For this project, I conducted qualitative field work in Chiang Mai and Bangkok, Thailand, in the summers of 2014 and 2016 respectively. Additionally, I have lived in Bangkok, Thailand from 2018 until present, during this time period I collected supplementary data. Specifically, I conducted participant observation, which included observing Thais interacting with spirit houses, in both rural and urban settings. Furthermore, I utilized semi-structured interviews, and performed countless informal interviews with both ordinary Thai citizens, academics, and Buddhist Monks who were knowledgeable about propitiating spirits and using spirit houses.

Results and Findings

Establishing A Typology

The term "spirit house" is an English term which has been loosely applied to the various types of spirit shrines that can be found throughout Thailand. However, there are at least four different types of distinct, although nuanced, spirit houses or shrines. In this section I utilize the Thai names to help clarify the different types of spirit houses as well as establish a clear typology and hierarchy.

1) *San Jao Thii*:

The *San Jao Thii* is arguably the most common and most popular type of spirit house. The *San Jao Thii* is for the spirits that inhabit the land or the lords of the land. This spirit house usually resembles a traditiional Thai style house. Most *San Jao Thii* are made of wood or concrete. *San Jao Thii* often has two small figurines of a grandmother and granfather inside, which represent ancestral spirits or spirits of the land.

2) *San Phra Phuum*:

Similar to the *San Jao Thii*, the *San Phra Phuum* is very popular and common. If fact, it is common to find the *San Phra Phuum* paired together with a *San Jao Thii*. The *San Phra Phuum* is intended to house the guardian angel or lord of the land which has been adopted from Hindu mythology. However, in urban areas many *San Phra Phuum* are taking on a more modern form, and are made of glass or metal, and architecturally similar to the buildings around them.

3) *San Phra Brahm*:

Another popular type of spirit house or shrine are spirit houses that have a specific Hindu god inside. The most popular Hindu shrines usually have a figure of Brahma or Ganesh.

4) *Ti Ju Eia*:

The *Ti Ju Eia* is a Chinese Spirit house. The *Ti Ju Eia* is different from the other spirit houses mentioned above, as almost all *Ti Ju Eia* are red in color and are intended to venerate various Chinese gods or ancestral spirits.

Function and Purpose of Spirit Houses

Although the understanding and beliefs associated with spirit houses varies depending on the individual, there does not appear to be any confusion or disagreement about the traditional function of a spirit house. In fact, the most straight forward aspect of a spirit house is its purpose. Based on my collected evidence and other related literature from previous research, the main function of a spirit house is to provide a dwelling space for spirits or angels, and in return these celestial beings offer protection and other favors.

In Thailand, it is believed when someone dies, the spirit either moves on to heaven or hell, or stays around the area or place where he or she died. Participant A stated: “We believe that when people die sometimes their spirit [is] still around the place where they die and stays nearby the person that they love” (Personal Interview, October 9, 2014). The belief that spirits or ghosts are present justifies the need of the spirit house. Spirit houses are built to harbor and appease spirits that are still on earth. Therefore, spirit houses are built for the purpose of housing wandering spirits.

Moreover, in return for a dwelling space, ancestral spirits or angels look after the land or property of the owner. Participant C stated: “The spirit house makes something good come, and something bad is not going to come to you. You know always a good thing. An angel will always protect the house or something [else]” (Personal Interview, June 19, 2016). Participant D added: “The spirit house is a house for the spirit that protects the house. The house that the human owns right now, that’s the main purpose of the spirit house” (Personal Interview, July 15, 2016). Overall, my evidence shows the main purpose and function of the spirit house is to house ancestral spirits or protective angels; entities which are believed to offer protection and various favors to the owners or persons who venerate or propitiate the spirit houses.

Spirit Houses as Syncretic Landscapes

The urban landscape of Bangkok, Thailand is distinct from European and Neo-European landscapes, and arguably different from other large cities in the Global South that were previously colonized. Indeed, Thailand is one of the few countries in the Global South to never be colonized, and the only country in Southeast Asia to never have been "officially" ruled by a western power. Therefore, the landscape of Bangkok, Thailand has grown organically with little western influence and urban planning. This unique unplanned growth has led to a distinct urban landscape, especially its religious landscape.

Indeed, the religious landscape in SE Asia is a spiritual landscape. Spirit houses are anchors of traditional folk spirit belief intertwined with the landscape. Indeed, the urban landscape of Bangkok is globalized, and visual cues of globalization are abounding. For example, in the form of western business franchises, logos, and products. Yet, the spirit house serves as a marker for a more traditional/spiritual way of life. In many ways spirit houses and shrines are an opposition to modernity (i.e., globalization and industrialization), and a challenge to the Thai political authority and Buddhism.

Furthermore, Spirit houses and spirit shrines are the physical manifestation of the Thai popular belief system; a representation of a syncretic or hybridized religion. As explained above, Thai religion is a mixture of Buddhism, Hinduism, Brahmanism, animism, veneration of past and present royalty, and sanctifying Chinese deities. Therefore, depending on the specific structure, Thai spirit houses typically represents at least two of the main beliefs mentioned. Moreover, spirit houses often are found in pairs, a *San Jao Thii* which is a structure intended for human like spirits (*phii*), and a *San Phra Phuum*, which is intended for an angel like deity (thevada). In some instances, there are spaces and landscapes in Bangkok that have a physical representation of all the religious belief systems.

Overall, Thai Spirit houses are syncretic on various levels, which are explained below:

1) Material syncretism and religious syncretism: Thai spirit houses are visual cues on the cultural landscape of Thai folk belief and tradition. Furthermore, elements of Buddhism, Hinduism, animism, folk-traditions, belief in the supernatural; belief in discarnate spirits.

2) Rural/urban syncretism: Spirit houses have been influenced by migrants from rural areas, as well as international migrants from South Asia and China. It is no secret that Bangkok is the hub regional and international migration, as well as the main destination for migrants from rural Thailand. Beliefs from South Asia (India) and China are incorporated into the Thai belief in angels and guardian spirits, which is rooted in Hinduism.

3) Modern/traditional syncretism: Urban areas, even around predominantly "western" tourist or expatriate zones are littered with spirit houses. Architecturally, buildings (hotels, condominiums,

bars, and restaurants) in the CBD of Bangkok are modern, whereas the majority of SHs are of a traditional form.

4) Secular/profane: Mundane or everyday spaces are populated by “sacred” or “sanctified” nodes of different types of spirit houses. Different types of spirit houses serving different types of users and needs.

5) Syncretic meanings: Spaces for some observers that provide protection and serve as “anchors” for migrants and urban dwellers that practice folk traditions and beliefs.

6) Public/Private: Some spirit houses are public or semi-public, while others are private found on private property inaccessible by the public.

Additionally, spirit houses have other characteristics of syncretism/hybridization. For example, they are often democratic, inclusive, additive and dynamic, non-formal, and typically personalized according the owner or user(s) of the spirit house. Altogether, there are numerous types of spirit houses/shrines throughout Thailand, which possess one or more the syncretic attributes listed above.

Creating Sacred Space

Sacred space is created through setting up Thai spirit houses, hanging pictures of revered royalty, images of Buddha, Hindu and/or Chinese deities. This creates a “syncretic” religious landscape. The Thai syncretic belief system is manifested in the physical landscape. Spaces in the landscaped made sacred through the performance or action of giving gifts (making merit), or saying chants and prayers.

Four main practices emerged from my study. First, the practices and customs related to installing spirit houses or shrines. Second, giving respect to the spirit house through providing the traditional Thai greeting or *wai*. Third maintaining the spirit house and providing gifts and food. And the fourth practice, asking for favors or protection.

As stated above, any time land is developed, such as building a house or business, a spirit house needs to be installed to appease the spirits. However, a person cannot simply purchase a spirit house and place it on their property. Participant A explained, “If you want to make a spirit house in your home a long time ago. They used to have the Hindu monk not the Buddhist monk. But right now, you can do both. Either way you want. You can ask the Hindu monk to come and set up the spirit house or a Buddhist monk” (Personal Interview, October 9, 2014). Therefore, typically, a Buddhist monk that dabbles in the supernatural (sometimes referred to as a “magic” monk) or Brahmin priest is hired to consult and perform a ceremony to install a spirit house.

Giving respect is arguably the most frequent or popular custom associated with spirit houses. Generally, when a Thai leaves their home or returns, they will place their hands together and make a small bow towards the spirit house. In Thai it is called the *wai*, and it is the greeting that is used when Thais meet each other. However, the *wai* is somewhat formal, and typically the younger or subordinate person will offer the *wai* first. Therefore, the *wai* is not only a greeting but a showing of respect. Participant B stated, "Every time when we walk to the house or enter the house, we always give the prayer or do something to show that we respect. And when we leave, we also show that we respect" (Personal Interview, June 15, 2016).

Maintaining, cleaning and giving gifts to spirit houses is also popular. My interviewees claimed that someone would give their spirit house food or water every day. For example, participant A stated, "We give water every day. My grandmother gives the spirit house food every day. Usually we give *tambon* (food offering to Buddhist monks) to the monks, and then the extra food to the spirit house" (Personal Interview, October 9, 2014). Asking the spirit house for favors or protection is common. When I inquired about the purpose of the spirit house the Participant E stated, "The purpose of a Thai spirit house, I would say to protect a bad thing like evil or something, I mean to protect the people in the house and to give them a good thing. Like when I say a good thing, it means something you wish for or the person in the house wish for." (Personal Interview, August 15, 2016). Spirit houses are often believed to protect the house from thieves or other evil spirits. Participant E proclaimed, "I feel good and safe with a spirit house. They provide emotional security. I believe in the spirit house. The spirit house can protect against evil spirits" (Personal Interview, August 15, 2016).

Conclusions

In this paper we have shown the role and importance of the Thai spirit house. Indeed, the Thai spirit house is more than just a part of the cultural landscape/sacred space, at least in the ways cultural landscape/sacred space is defined by western geographers. Spirit houses and shrines are a prominent feature of modern Thai religious life, in both urban and rural areas alike. Moreover, the characteristics of the Thai spirit house is multifaceted and syncretic. Indeed, many of the aspects of the Thai spirit house falls outside the formal Western view of religious landscape and sacred space. Therefore, we call for a further reexamination of non-western landscapes or religious landscapes in the global south. There is a need for more nuanced description and cataloging, as well as analysis of the change and function of the religious/cultural landscapes in the Global South.

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九阳 J7 全自动炒菜机 2022 年营销计划书

JIUYANG J7 AUTOMATIC COOKING MACHINE 2022 MARKETING PLAN BOOK

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摘要：本次研究首先将通过对具有巨大潜力的中国炊具行业现状的分析，了解中国炊具市场的趋势和特点，然后再通过对炊具在中国市场的行业现状的分析，了解炊具在中国市场的未来及发展趋势。随后进一步以市场营销相关理论为基础，结合中国炊具行业的实际情况，通过 PESTEL 分析、波特五力模型和 SWOT 分析对九阳所处的市场进行环境分析，了解已在中国市场上积累一定品牌知名度的九阳品牌的现状及所遇到的机遇和威胁，其中机遇为中国炊具消费市场有待发展、消费群体的概念发生了重大变化和攻略中国利基市场，威胁为假冒伪劣产品的威胁、同类产品的竞争威胁和中国流通渠道的分散化。在问卷调查结果的数据分析基础上，掌握消费群体的基本特征，然后再通过对竞争对手的分析，识别主要竞争对手的优劣势及其总体策略。随后设定品牌要实现的 SMART 目标，并在行业和市场现状分析基础上，通过 TWOS 分析和安索夫矩阵制定有效的市场渗透营销战略。然后再在 STP 分析的基础上， 提出高度渗透白领及懒于下厨的人群这两个目标市场的营销战略。最后九阳为了巩固在中国市场的挑战者地位，以长期目标为基础，利用差异化战略深入中国市场，以占据一定的市场份额。

针对这一情况， 本文针对白领及懒于下厨的人群提出一项新的营销计划，该计划旨在重振消费者信任和重建消费者忠诚度。该计划运用了 SOSTAC 模型，深入了解了现状、目标、战略、策略、行动和控制。并且本文不仅提供了一项涉及不同部门的执行计划以支持新战略，确保执行并实现期望目标， 还对该计划进行了 KPI 检测来检查执行计划的完成情况。

关键字：行业现状，营销计划，完成情况。

Abstract: This study will first understand the trend and characteristics of China's cooking utensils market through the analysis of the current situation of China's cooking utensils industry with great potential, and then understand the future and development trend of cooking utensils in the Chinese market through the analysis of the current situation of cooking utensils in the Chinese market. Then, based on the relevant theories of marketing and combined with the actual situation of China's cooking utensils industry, this paper analyzes the market environment of Jiuyang through PESTEL analysis, Porter's five forces model and SWOT analysis, so as to understand the current situation, opportunities and threats of Jiuyang brand, which has accumulated a certain brand popularity in the Chinese market, Among them, the opportunity is that China's cooking utensils consumption market needs to be developed, the concept of consumer groups has undergone significant changes and strategies to attack China's niche market, and the threat is the threat of fake and shoddy products, the threat of competition of similar products and the decentralization of China's circulation channels. Based on the data analysis of the questionnaire survey results, master the basic characteristics of consumer groups, and then identify the advantages and disadvantages of main competitors and their overall strategies through the analysis of competitors. Then set the smart goal to be achieved by the brand, and formulate an effective market penetration marketing strategy through twos analysis and Ansoff matrix based on the analysis of the current situation of the industry and market. Then, on the basis of STP analysis, this paper puts forward the marketing strategy of highly penetrating white-collar workers and people who are lazy in cooking. Finally, in order to consolidate its Challenger position in the Chinese market, Jiuyang takes the long-term goal as the basis and uses the differentiation strategy to go deep into the Chinese market in order to occupy a certain market share.

In view of this situation, this paper proposes a new marketing plan for white-collar workers and people who are lazy in cooking. The plan aims to revitalize consumer trust and rebuild consumer loyalty. The plan uses the SOSTAC model to deeply understand the current situation, objectives, strategies, strategies, actions and controls. Moreover, this paper not only provides an implementation plan involving different departments to support the new strategy, ensure the implementation and achieve the desired objectives, but also carries out KPI detection on the plan to check the completion of the implementation plan.

Keywords: Industry Status, Marketing Plan, Completion.

引言

九阳股份有限公司是一家积极开拓厨房小家电研发，生产和销售的现代化企业。九阳的主要产品有豆浆机；电磁炉；料理机；榨汁机；开水煲；电压力煲；炒菜机等系列。公司始创于 1994 年，成立于 2002 年 7 月，2007 年 9 月正式改制为股份公司。现任公司董事长、总裁王旭宁。

在 2019 年 9 月 2 日，中华人民共和国工业和信息化部发布了“2019 年国家技术创新示范企业拟认定企业名单公示”，九阳股份有限公司在列。在 2021 年 5 月 19 日，小家电品牌九阳正式入驻饿了么，这就意味着九阳首次实现即时配送，也开启了小家电行业“即买即送”时代。正是这种注重研发及多元化经营理念，铸就了九阳的品牌地位。

随着生活节奏不断变快，许多人没时间或懒得下厨，点外卖或上饭馆的人数不断增加。然而，餐饮卫生的安全问题频频被爆出，这也让大家对在外就餐的安全及健康问题心有余悸。

针对这一现象，世界各国的研发人员都在不断改进厨房用具，尽可能让那些懒得下厨的人可以不用自己动手就可以享受到热腾腾的美食。本文只在研究九阳 J7 全自动炒菜机是一款现代科技产品。使用时只需在显示屏幕上点击自己需要的菜品，即可远离厨房油烟危害，轻松享受美味，实现了做饭过程的自动化。它与传统的炒锅不同，无需煤气和燃气，杜绝了因燃气泄漏而造成的生命财产安全隐患，安全极有保障；全自动炒菜机= 电磁炉+微波炉+燃气灶具+大小锅具+抽油烟机，从成本上大大减少了生活开支。

2020 年 3 月 19 日播出的 CCTV-4《走遍中国》专题报道《会思考的机器》，介绍了一款很特别的炒锅—九阳炒菜机器人。这款炒菜机器人可以与你交谈，并给你推荐菜品。

虽然央视报道的这款炒菜机器人还在研发试用中，但九阳已经上市了一款智能炒菜机 J7 等自动炒菜机。九阳 J7 全自动炒菜机存在的缺点：无电源开关；自定义无法设定时间；不能烧鱼，因为它只能在固定区域翻炒。因此产品需要不断的改善，待改善后再让消费者得知此消息，便可重振消费者的信任度和忠诚度从而提升销量，这成为了该品牌需要解决的首要问题。

该论文基于以上为研究背景，以九阳 J7 全自动炒菜机品牌为研究对象，研究该品牌在中国的市场环境现状，分析和探索消费者的购买行为，再根据研究结论制定一系列的营销策略，为该品牌重振消费者信任和重建消费者忠诚提供参考性意见和建议。

本文通过对九阳 J7 全自动炒菜机这款产品的内外部环境及竞争对手的分析，了解其存在的不足之处， 并结合消费者对全自动炒菜机的购买行为的特点来提出改进建议和制定有效的营销计划。本文研究成果可以让九阳集团在对了解九阳 J7 全自动炒菜机这款产品在中国市场的现状上有一定的帮助，并对该品牌改善品牌形象、提高信任度和忠诚度等方面具有一定的指导意义，也能为九阳旗下其他品牌在中国市场的营销活动提供参考价值。

首先需要提出问题；分析问题；解决问题。其次需要通过不同学者对同一问题的看法及理论依据，并发表自己独特的见解。再次需要通过不同的小标题将内容陈述出来。最后进行总结性的归纳。

文献回顾一般是阅读过的近 5 年内的文献，中英文文献各占 50%，以保持文章的新颖性，特别要注意参考文献格式的规范化。

研究的设计：讨论并论证研究中使用的研究方法类型；解释为什么你所提供的是一个合适的研究设计；同时，进一步描述所使用的确切方法，如定量还是定性研究；按时间顺序列出要做的事情。

研究的方法：分为定性研究或是定量研究。定性研究通过开放性问题来展开，分为结构式访谈；半结构式访谈，非结构上访谈。定量研究常已问卷调查为主，这类信息属于一手数据，在搜集前期需要较大规模的样本，才可以保证结果具有代表性。

细分市场选择和定位策略

（1）细分市场选择；细分市场的潜力； 细分市场的竞争环境；细分市场所具有的特征与品牌的吻合程度。

（2）目标市场策略；时代的高速发展使得消费者的消费观念发生了很大的转变，对于日常用品的需求也呈现多样化发展趋势。面对日益激烈的市场竞争和日益增长的消费者需求，九阳必须采取独特的营销手段和策略，来确保品牌的长期健康发展。

（3）市场定位；九阳旗下的产品一直以来是以品类丰富来吸引消费者提供多样化选择，以前瞻性的目光把握中国市场瞬息万变的趋势，从品类开拓、渠道多元化、数字运营等多个领域发力。

随着市场上同类产品的增加，如何迅速建立产品的知名度，加深消费者的了解，迅速打开市场，获得消费者的接纳，而且联名扩展产品的存活率也会高于全新产品 。不仅能满足细分市场的多样化需求，还能顺便提高消费者忠诚度和提高竞争壁垒。

（1） 准确精准定位的明星产品，活用年轻流行元素，成功提高知名度；

（2） 严格控制产品质量；

（3）权威可信的质检团队，实时独特防伪二维码

（4）选择定价目标；确定市场需求量；估算成本；分析竞争对手的成本、价格和报价

（5） 选择一种定价方案；选择最终定价

产品组合定价策略：捆绑定价策略

（6）传统的线下营销渠道经由的中间商较多；线上营销渠道多涉及新型的直销渠道，主要包括网络渠道、电视购物渠道等。

（7）通过波特五力模型，区分出该产品需要用何种竞争战略。

总结

通过对九阳 J7 全自动炒菜机这款产品的内外部环境及竞争对手的分析，了解其存在的不足之处， 并结合消费者对全自动炒菜机的购买行为的特点来提出改进建议和制定有效的营

销计划。本文研究成果可以让九阳集团在对了解九阳 J7 全自动炒菜机这款产品在中国市场的现状上有一定的帮助，并对该品牌改善品牌形象、提高信任度和忠诚度等方面具有一定的指导意义，也能为九阳旗下其他品牌在中国市场的营销活动提供参考价值。

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BSA 食品净化机营销计划书

MARKETING PLAN OF BSA SAFETY FOOD PURIFICATION MACHINE

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摘要：中食净化科技(北京)股份有限公司成立于 2008 年，作为一家高科技创新公司，主要专注于食品安全领域内净化机产品的研发、生产及销售。本研究主要针对于 BSA 净化机中的家用型产品，虽然这个市场较整个食品净化行业的的影响力要小，但以良好的亲民形象、性价比较高等优势，甄别出适合的市场细分，终将吸引越来越多的消费者，以此获得较高的利润率。我们将目标群体定位在“核心家庭”为单位的父母以及注重生活品质的青年,本人购买居多，这几类用户主要为单身女性或者家中以家庭主妇为核心的的群体。这些潜在客户对产品的性能和质量比较看重，希望达到产品性价比最大化。受疫情冲击，线下直销更多像线上靠齐，抓住节假日促销机会，在电商平台上进行广泛宣传与推广，建立良好的食品净化机品牌形象，以便提高市场占有率。

我们想达到的财务目标是在净化机市场 2022 年将销售额比 2021 年提高 10%，2025 年将销售额比 2021 年提高 30%，到 2023 年将市场份额提高 2%，在 2025 年将市场份额提高 5%。我们的营销目标是增强 BSA 品牌意识，提升顾客购买率等。我们的社会目标关注更多家庭的饮食安全问题，参与社会公益性活动，保障人民日常生活中的食材安全。我们的主要优势是拥有较好的企业形象、高性价比、具有专业的科研团队和品牌优势。劣势包括市场品牌混乱对 BSA 的影响、销售渠道的方式上还不完善。我们面临的营销计划还包括：国家相关政策鼓励多生育有利于净化机的发展，行业市场前景可观，尚未形成垄断性企业。当然也有必须应对的威胁，在竞争激烈的环境下，同行业实力较强的竞争对手，消费者的认可度尤为关键。

关键词：食品净化机，净化行业，目标客户群体，营销策略。

Abstract: China Food Purification Technology (Beijing) Co., Ltd. was established in 2008, as a high-tech innovation company, mainly focuses on the research and development, production and sales of purification machine products in the field of food safety. This study is mainly aimed at household products in BSA safety purifier. Although this market has less influence than the entire food purification industry, it will eventually attract more and more consumers and achieve higher profit margins by identifying suitable market segments with advantages of good people-oriented image and higher cost performance. Our target groups are parents of "nuclear families" and young people who pay attention to quality of life. Most of them buy by themselves. These users are mainly single women or housewives. These potential customers pay more attention to the performance and quality of products and hope to maximize the cost performance of products. Affected by the epidemic, extensive publicity and promotion on e-commerce platforms to build a good brand image of food purifiers in order to increase the market share.

The financial targets we want to achieve in the purifier market are to increase sales by 10% in 2022 compared to 2021, by 30% in 2025 compared to 2021, by 2% in 2023, and by 5% in 2025.Our marketing goal is to enhance the brand awareness of BSA Safety, improve the customer purchase rate. Our main advantages are having a better corporate image, high-cost performance, having a professional research team and brand advantages. Disadvantages include the impact of market brand confusion on food safety protection and the imperfection in the way of sales channels. The marketing plan we face also includes: the relevant national policies are conducive to the development of the purification machine, the industry market prospects are considerable, has not yet formed a monopoly enterprise. There are threats that must be dealt with, in a competitive environment, the same industry strength of competitors, consumer recognition is particularly critical.

Keywords: Food Purification Machine, Purification Industry, Target Customer Group, Marketing Strategy.

引言

众所周知，我们生活在地球上，身心健康都离不开空气、水和食物这三种物质。现如今空气净化器以及净水机在市场上已达到了约数百亿的平均年销售额，反观食材净化机却处于低迷状态，究其根本原因分析是相对于净化空气和水，净化食材在相关技术的层面上有较大的难度（叶秀友，2019）一方面随着近年来疫情不断发展，普通老百姓也更加关注食品的安全，越来越多人的人对饮食产生了担忧，进而食品净化机品牌慢慢地走进普通家庭。另一方面水污染问题一直未有解决，我们的食材清洗得不到高质量的保障，许多女性群体更是因为食物上的农药残留过多，大量的激素，导致不孕不育的现象也比比皆是。食品净化机越来越成为家庭必选项，逐渐受到在市场层面上拥有较多的关注，因此当前食材净化机可以成为一个消费热点。

1. 研究背景

“食品净化机的工作原理是利用水触媒-技术作为核心的一种净化技术，适用的物理性方法，产生一种强大的粒子团去将 水分子分散，产生“水触媒”独有的功能团，进而在水槽里形成一个高效的净化系统。“不同食材具有不同功效：第一种是解功效毒—“水触媒”技术所带来的作用会与市面上食材上的表面上的一些药物、施的肥等有害物结合产生一种氧化的反应，让它失去毒性或者直至分解状态，将解到最后形成水、二氧化碳等；二 是有杀菌的作用--对生鲜食材中保留的的霉菌、病毒等进行灭绝以及分解；第三点是能够保鲜分解鱼腥味、怪 味等臭味，可恢复食品自身的原香原 味”（ 许金根&张少均,2017）。

纵观整个家电行业来看，水家电的市场相对较弱，虽说是家用电器的一种，但区别于电视机，电冰箱，电暖器等常规家电产品，它是由于食品的污染而研发出来的一种新型家电产品，从最简单的一个过滤芯到一整套的水处理系统。从分类上来看，水家电可以包括纯水机、饮水机、净水机、净化机、软水机、直饮机等产品。如图 1.1 所示，从中国家电行业发展现状分析现状中来看，在积极增加人工智能的同时，家电业整体是在呈下滑趋势的。据统计，2019 年上半年，家电市场全品类零售 3968 亿元，同比下跌 3.2%，成为自 2012 年以来的新低点，但越来越多的小家电产品的规模在扩大，达到 289 亿元，其中包括净水器、净化机等产品。

家用电器的购买行为大力兴旺的环境下，近两年出现的疫情与发展更是让家电行业受到打击。从 2020 看，错综复杂的情势下，家用电器市场销售收入从 2020 年的 4 月份以来才有所好转，直到 2020 年的下半年，国内家用电器行业逐渐好转。

1.1 品牌介绍

“中食净化科技（北京）股份有限公司（别称：中食净化，其证券代码为：836854，），企业在 2008 年创立，公司在中关村国家创新创业聚集地丰台区科技园孵化基地。中食净化科技隶属于国内食品类产业的国有企业中食工业（集团），公司致力于食材净化范围内技术开发与产品创新，是国家级别的高科技技术企业。BSA 主打食品净化机，是一家及健康食材的设计、研发和销售为一体的企业，多以各大医院、学校食堂使用为主，具体类别：食品净化家用机、净化水槽机、净化商用机、净化工业机等。通过各种品牌带给中食净化的竞争能力主要表现在给予水遭机良好定位能力、延展能力以及带来的增值能力。

1.2 问题陈述

BSA 在宣传推广上曾以明星做代言，但广告对品牌的宣传具有一定的局限性，公众效应难以起到决定性作用，BSA 产品虽已在北大清华等高校，中国石油、中铁总公司、国家奥

体中心等重要企业及机构投入使用。也由此，以前针对政府、各大单位（机构）食堂，已有客户群存在饱和，受益群体覆盖面较窄，应适时扩大顾客容量，例如应将家庭主妇、都市白领作为新的目标客户群体，将产品更多的推广到普通群众。再比如，当前竞争激烈态势，市面上竞争产品较多，像优食、海尔、美的等品牌知名度较高的大品牌也已进军净化机行业，导致 BSA 产品的竞争能力没有优势，缺乏优势，急需提升市场竞争力。食品净化机本身在技术和使用体验等方面仍存在很多的问题，由于净化技术繁多，品牌方宣传形式多样，会在某种程度上造成了市场认知的混乱，限制了用户的购买程度，打开知名度获得消费者认可是 BSA 当前面临较大问题。

“专家普遍认为，这次疫情是吃出来的，病从口入。但实际上消费者因为疫情而改变的生活习惯主要在戴口罩，洗手之类的，还没有延伸到用食品净化机对瓜果蔬菜做彻底清洗。收到了产品的信息，网络广告宣传之后，想要了解食品净化机的功能，感觉对生活品质有提升，就去下单。在疫情的初期，BSA 就在追踪数据，看食品净化机会否因为疫情而受到更多的关注和认知”(任一,2020 P54)。以顾客需求点出发，了解用户对市场产品的认知度和接受度。

消费者与品牌二者的关系密不可分，品牌认知度更是品牌资产的重要组成部分之一，它是衡量消费者对品牌内涵及价值的认识和理解度的标准。消费者会倾向于根据品牌的熟悉程度来决定购买行为，这就需要挖掘需求群体。使用净化机会更加注重怎样保持食材的原汁原味，市场上的新技术、新科技以及养殖办法极大地丰富了食材的卖相，生产和消费之间有很多中间环节造成了供需双方的信息不对称，对各种蔬菜、水果进行“整形”，但是这种加工过的食物，在净化机的过滤下又重新找回了最初的味道，因而，提高品牌知名度的问题有待解决。

该论文基于以上为研究背景，以中食集团下“BSA”品牌为研究对象，研究该品牌在中国的市场环境现状，分析和探索消费者的购买行为，再根据研究结论制定一系列的营销策略，为该品牌提升品牌知名度、扩宽营销渠道提供参考性意见和建议。

1.3 研究目的

本文通过对净化机行业分析以及对竞争对手的分析，了解其在品牌知名度以及营销策略中的不足点，并结合家电行业总体的需求，消费特点来提出改进建议和制定有效的营销计划，再根据相关营销理论及工具，对 BSA 营销策略现状与面临问题进行探讨，依据相关方法等营销策略组合，

旨通过有效的识别分析食品净化机的主要竞争对手及其总体策略（竞争对手分析）、分析品牌现状（当前、预期环境）（SWOT 分析、PESTEL 分析、波特五力分析模型）、确定目标客户和细分市场（STP）来解决提高品牌的竞争力；通过建立差异性优势，保持品牌较好

的形象问题、顾客终身价值最大化，注重品牌延伸来提升食品净化机品牌知名度；通过确定影响目标客户对于购买净化机的决策因素（消费者行为研究）、净化机产品目前营销策略的问题和不足之处、综合问题，为食品净化机制定营销策略提供方案，为目标客户提供有效推广BSA 的产品、价格等策略分析（4P 营销组合以及新 4P）来提高市场份额占有率。

最后充分掌握目前消费者的大体区分为为个人独自生活、孩子父母的核心家庭、几代同堂等、进入家庭方式的选择，用户体验需求分为 80-95 后用户、60-70 后用户、结合消费者购买行为，了解客户群体性质，用户体验需进行分段来为产品定位的层次，确定目标顾客群做铺垫。通过研究成果可以让 BSA 在中国家电市场行业占领重要市场份额，为企业管理者提供更好的帮助。

本文也带给我们国内的其他同行业销售人员借鉴性意义，并使因缺乏食品安全导致的食材的供应渠道和生产流程的规范性和透明度不够而具有知道意义，促使食材净化机的销售额与关注度持续增长，使广大普通老百姓慢慢了解并接受它，从用户使用角度出发，对比消费群体的多样性和需求要点，提出具有针对性的产品功能建议，让日后读者也能更深入的了解相关产品，也希望能为将要摄入该领域或有意了解食品净化机生产的企业提供参考。

2. 文献综述

对国内净化机消费者行为影响因素分析的研究：

1、消费者行为影响

在营销管理过程中消费者购买因素方面，李芳睿 2021 年的《基于消费者行为的企业营销策略分析》、官青云在 2014 年 6 月发表的《基于消费者行为的企业营销策略研究》对本研究的启示很大。阐述了消费者行为影响因素包括：购物节日的影响；个人因素的影响，不同的消费者有着不同的金钱观和消费习惯，广告营销的影响消费者的需求动机是影响其消费行为最关键的一环。更加关注售后，消费者动态满意度会随着净化机产品的食品净化效果、服务等因素而得到提升,与此同时也会因为主功能区零件等配件更换价格、便利性等因素而下降。因此,各个品牌公司应当精准了解购买者对产品的需求力,使自己生产的产品符合特征，这也是目前企业里所欠缺的。

2、对消费者购买需求群体分析的研究

从吴蕙妍等于 2020 年在《基于用户体验的食材净化机的开发策略研究》里面讲述了对食品净化机的需求分析，在功能上进行定位分析，得出客户群体对产品的需求主要表现在以下

方面：第一是产品的控制操作上；第二点是对于年长客户来说，操作化的简化也有利于对机器使用的程度与频率；对青年用户来讲，着重考虑智能优化的有效提升以及外观的设计，可以增加使用体验。80-90 后人群是小家电消费主力军，要想在激烈的竞争市场中保有一定的市场份额，那么要求 BSA 必须精准锁定客户群体，来满足他们的需求。

对品牌认知度及购买意愿影响因素相关研究：

1、消费者对品牌认知度以及心理需求方面进行研究，通过参考叶秀文（2019）在《净食机的技术突破与市场先机》中的观点，联合互动，通过加强线上网络平台与线下门店的结合，让 BSA 的产品映入广大群众的视野中去，相关专业营销人员提供现在解答与服务。

夏天添（2019）的《品质感知、价值感知与购买意愿：基于经验取样法的有调节的中介模型》文章中，通过对试验、调查等方法,了解消费者的购买意愿，感知度的提升也会对购买者的消费决策产生重大的影响。

2、在购买者的购买意愿上产生的影响研究，所有产品的销售都不开人们对其性能的评估，才能影响消费者购买许金根等 2017 年在《中食集团水触媒食品净化技术刷新食品安全市场》中指出 BSA 净化机的四大功能：解毒、杀菌、保鲜、清洁，促使水触媒功能团充分轰击食品表面，脱落泥沙，使净化更彻底。廖明燕,等 2021 年在《家用果蔬净化清洗机的性能实验研究》文章也对本文的研究起到至关重要作用，通过实验对比法来比较分析净化清洗能力，通过以果蔬净化清洗机每升水每小时可净化清洗果蔬的重量为依据。实验主要针对叶类蔬菜及非叶类果蔬进行清洗。

3. 研究方法

本文主要采用定量研究方法，采用问卷调查法结合数据分析法作为研究方法收集出来被调查者们给出的一系列答案的组成。而问卷的实施者是在不同的环境以及差异化的行为现象建立规则，问卷调查具有不确定性，它仍是收集一手资料中最常用的研究工具，信息收集的方法更具有可靠性，其中，调查问卷里关于问题设计的格式、题项的前后顺序都对问卷的回答效果产生影响，足以见得对调查问卷进行测试与及时调整的重要程度。（营销管理 第 15 版）。

确定研究总体以及样本，使用简单随机抽样方法对问卷调查进行设计，设计研究量表，能够更好的了解消费者购买食品净化机时的行为特征等问题，进行预调研，通过二手数据进行数据的收集，其主要来源于国家统计局统计公报、年鉴、行业分析数据、公司网站、书籍（市场营销学、管理学、财务管理、哲学）、已发布的权威公告等多方面可靠来源资料。本论文收集到的二手数据基本保持最新数据，以便适应目前市场环境，将用于分析品牌、行业公司所面

临的的现状，结合内外部环境，包括：PESTEL 分析、SWOT 分析、波特五力模型分析，并识别和分析品牌的主要竞争对手及其整体战略，即竞争对手分析。

在确定研究方法与工具后，设计一个抽样计划，将采用概率抽样方法中的简单随机抽样方式来选取调查样本, 问卷发放的方式将主要以网络发放的形式来进行，首先通过专业的问卷网站-问卷星（https://www.wjx.cn/）进行问卷题项设计，然后再通过互联网平台、通讯联络等 APP 上进行问卷发放。搜集上来的问卷能够保证调查对象所处地域的广泛性。运用数据分析法，把大量数据采用适合软件进行分析，筛选出与研究目标相关的信息，从而得出对应的结论，本研究收集了大量的问卷，使用 SPSS 软件对其进行处理分析，在前期研究中，对问卷信度分析提供了可信的结果，在后期研究中，也使用此软件分析大量数据，并通过使用频率、百分比、平均值、均值或其他统计分析来确定关系，进行描述性分析，以便对数据进行整合，通过图形展示以及分析比对，做出对后面章节的具体营销计划提供有力帮助的数据分析（唐文风，2019），以便针对问题症结点从而采取适当行动。

4. 研究结果

1、互联网平台已然成为主流媒体，抓住给予，扩大市场份额，将滚珠度较高的海尔、小米等国民品牌进行比照学习，使消费者能在偏好程度上像 BSA 等小众品牌靠近，针对大部分会购买的消费群体进行量身定制化服务，针对不同需求提供营销方案。

2、增加现场体验和试用式促销、电商消费节的促销方式，脱离传统型促销方案，开阔市场，网上旗舰店（淘宝、京东）也是主流销售渠道，需要营造一种舒适的购买环境，不仅从电商平台入手，代理商的流通管理上，也需要结合当地市场环境进行拓宽。

3、消费者围绕在青年群体以及家里有小孩子的父母们，考虑到孩童的健康饮食安全情况，盯准目标群体，以“核心家庭”单位为主要针对的对象，另外，本人购买也是一个消费主力军，占比 58%，谁使用，谁购买，销售给本人是最好的营销策略，“本人”既是消费者又是客户，带动食品净化的购买频率以及达到刚需的特征。

4、从定位目标消费群体分析，需要确定潜在客户，核心家庭占据较大比例，对于 BSA 日后的客户群体应向这方面人群进行转化，重点关注，居住城市的生活水平也决定着消费者的购买能力。BSA 立足于基本消费水平的家庭，家用机维持在 5000-9000 元，适合中等收入左右的人们消费习惯。

5、想要维系品牌的知名度与忠诚度，注重线下与线上的合力推广，加大宣传力度，网络评价尤为重要，线上购买者会以网络评价为主，而线下大多以实体体验为主导因素，以亲朋好友的选择和推荐带动周围人进行消费的模式，结合销售管理人员的推荐与整合。

6、BSA 完整的营销计划策略源于企业树立良好的品牌意识与改正。适应复杂的社会及市场环境，要求本行业严格执行现有营销策略。但是在某些营销方面还有待完善，完备的计划加措施才能为 BSA 提供良好的发展前景，在品牌中占有一定的核心竞争力。国内的净化机行业在现有目标的前提下，仍需不管整合资源，发挥出本企业所建立的优势，在实施计划的同时，及时监控把握控制的局面，在摸索中寻求发展机遇。

7、“从分析数据上来看，包括线上售卖与线下销售综合品牌进行汇总，市场上的食品净化、果蔬净化的类别普遍相对齐全，各有不同，价格也涵盖了从 1000 到 20000 元不等，价格差异化较明显，家用型净化机产品可能价格会有弹性，或者天猫商城进行节日促销时会让消费者感到实惠。众人所知，无论是各大商家，还是原材料生厂厂家，也或是代理商都希望现有食材净化产品在功能与质量上都可以有较好的保证，但消费者面对这种不确定的因素情况下，缺乏信息的透明度，短时间内无法看到效果，又缺乏后期营销人员的售后跟踪，这会导致消费者的议价能力下降（朱仕明，2018）。”

8、从 BSA 产品现状来看，企业在与市面上国际品牌之间具有一定差距，无论是从认知还是产品的售后评价上，另外作为家用电器商品，线下服务网点较少，我们熟知的一些大型商场或者专门家电市场并未看到 BSA 的字样；最重要一点事品牌认知度较低，食材净化的能力杜宇消费者来说是质疑的，当然，需要通过拥有的机遇去解决这些问题。

表 1：　各测量表均值

题目\选项	非常不同意	不同意	一般	同意	非常同意	平均分
1. 您对现在食物的清洗方式满意程度	10.25%	7.5%	38.5%	26.25%	17.5%	3.33
2. 良好的品牌能够真正理解消费者的需求	6%	7%	22.25%	40.75%	24%	3.7
3. 需要购买对比进行成为忠诚消费者	5%	10.5%	15.5%	43%	26%	3.75
4. 品牌对您购买净化机有影响?	5.5%	6.75%	21.25%	43.75%	22.75%	3.72
平均值小计	6.69%	7.94%	24.38%	38.44%	22.56%	3.63

来源：整理自问卷调查结果

表 2：研究目标间关系分析

项目	平均值	标准差	影响购买产品因素	食品净化机价格	良好的品牌能够真正理解消费者的需求?
影响购买产品因素	2.00	1.69	1		
食品净化机价格	1.70	1.32	0.41**	1	
良好的品牌能够真正理解消费者的需求?	3.41	1.73	0.48**	0.58**	1

* p<0.05 ** p<0.01

来源：整理自问卷调查结果

表 3：综合竞争者对手分析

品牌名	SMYFNI 奢曼尼	皇帝尼（圣帝尼）	CDE 果蔬解毒机	中食 BSA	美的 Midea
产品图					
成立时间	1929 年	1949 年	1993 年	2008 年	1931 年
进入中国时间	线上	2012 年	1993 年	2008 年	2001 年
国家	德国	法国	中国	中国	中国
品牌印象	高端果蔬机缔造者	全球知名品牌	果蔬解毒机行业的开端	适合中国普通家庭人群	我国家电行业的领导者
品牌定位	高端	高端	中低端	中高端	低端
优势	欧洲皇室贵族家庭首选品牌、产品涵盖	净化类成熟，水处理、食品净	专利技术多、品牌知名度高远销	产品性能高，核心技术成	忠实的客户群体、品牌形象稳定
劣势	国内无专卖店，直销	价格比较适中	创新度不够	市场占有率较低	净化技术有待提高

来源：整理自作者

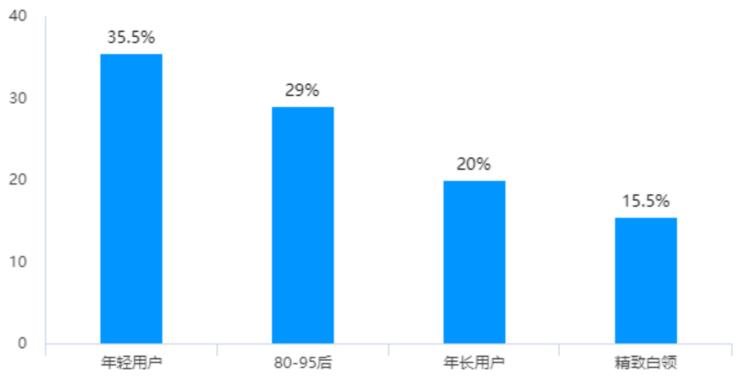

图 1：锁定消费群体

5. 总结

本文通过研究方法结果得出：为了满足消费者购买动机，企业应着重实现顾客价值最大化的需求，考率那些对饮食健康安全在意的群体，针对不同需求，打感情牌，是广大消费者逐渐趋于同化，引领市场潮流。消费者在产品的选择上也更加看中产品本身的质量，注重售后服务以及质量严格把关，并且对操作的便捷性以及品牌的功能上都有所重视，对企业自身的定位也上升一个台阶。

从行业竞争者角度分析，作为同类型产品，净水器和空气净化机可以作为食品净化机的间接竞争者，由于食材净化机产品的认可度也普遍较低，相对于空气净化器、净水器等广泛被大家接受的产品，品牌知晓度、产品质量、产品可得性以及顾客接受度上都高，而食品净化机所占的市场份额相对较低，因而当我们搜寻相关数据统计时，发现在各大网站上缺失这一类，足以见得在中国整个家电行业市场环境下，食品净化机的市场熟悉度并不乐观，普及率上有待提高。

食品（果蔬）净化机市场品牌众多，市场的竞争主体通过差异化竞争确定品牌的市场定位。国际品牌定位于高端净化机市场，本文列举出部分净化机品牌，其中SMYFNI奢曼尼、皇帝尼（圣帝尼）SUNDYLEE 等品牌主要以生产高端净化器为主，圣帝尼在 2012 年由深圳市圣帝尼环保科技有限公司引入中国，中食 BSA、美的、优食等国内品牌注重中低端消费者的开发。

从促销模式看，线上平台与线下实体店相结合模式，电子商务大规模走进大家视野的前提下，要求商家充分利用天猫、京东等网络平台进行分销，目前我们所知的 BSA 在此两个电商上有售卖，其他比如移动商城、基于微信公众号的销售渠道较少，线下更是没有较多的实体店，仅在北京市丰台区、朝阳区设有经营实体店与官方运营店，外地沈阳以及广东两地也有

相应的实体店，但辐射范围较小，代理商虽有 11 家左右，真正为消费者提供直接购买的权利不高，调查问卷结果中，还可以看出大部分人对展销会的产品也感兴趣。

本论文主要针对 BSA 在国内市场所面临的问题制定出一套完整的营销计划策略。通过研究目标旨在提升 BSA 品牌核心竞争力，扩大知名度，在满足客户群体的需求下，寻找到一条适合 BSA 以及宿主行业未来发展的道路，对相关行业及品牌进行对比分析，找出优劣势，同时，洞察出 BSA 在营销策略方面的不足之处。利用问卷调查设计出的结果，精准锁定目标人群，在消费者所关注着点上着力进行研究，也给整个食材净化行业在走向辉煌的道路，指引出前进的方向。希望 BSA 在不足的地方积极借鉴参考其他成熟的企业，共同进步，当然，由于疫情的蔓延与影响，各个行业都会有所波及，愿各品牌、大小企业共同承担起社会价值使命，共同克服困难。

6. 讨论

1、疫情当下，食品净化机行业的重要性：自 2019 年新冠疫情爆发以来，我国政府相继出台了一系列关于食品安全以及净化机行业的标准性文件，新冠肺炎疫情防控期间，保障食品质量安全既特别重要,国家市场监督管理总局近日印发《关于疫情防控期间进一步加强食品安全监管工作的通知》，政府以及地方政策的干预对于整个净化类行业属于一个利好消息。2020 年 4 月国家市场监管总局等七部委联合印发《保健食品行业清理整治行动方案（2020-2021 年）》，希望在 2021 年年底前“有效净化保健食品市场”。相信在疫情之后，在国家相关政策强有力的支撑下，一个更加科学、健康、有序的行业生存环境即将形成。

2、在实现品牌差异化上的问题上，急需建立完善的营销策略，树立品牌优势，国内食材净化机行业还会达到普及率，市场潜力较大，随着人们对身边环境以及自身食品安全的重视，大量的食品净化机产品会涌入百姓家庭用户，需求不断扩大，要求企业时刻关注市场行业动态，研发出智能化较强的的家用机，尽管现在还存在品牌实力不足，产品的售后质量有待长期检验，这种净化过得食物是否会对人体带来长久后的危害也是有待考验的。

3、扩大消费群体上有待加强，我们国内的小家电品牌以“美的”为主，普遍认知度较高，相关产品涉猎较广，先院获得更多消费者，需要企业去创造顾客价值，不光是在市场上吸引客户，建立顾客终身价值最大化，满足于不同购买者的需求。可以将 BSA 的细分群体定位：（1）单身人士，没有经济条件的约束，单身人士压力较小，另外，更加注重生活品质，在产品的外观设计上会满足此类消费者需求，本人购买也是一大主力军。（2）“核心家庭”为主的女性，相对于单身人士来说，家庭里更看重老人以及孩子的饮食安全，会注重产品的清洁程度，以及有无副作用，对于品牌大导的效果极为重视。（3）一二线城市的人群，收入较高，通常会与

国外先进品牌进行对比，追求高端一些的产品，这也是 BSA 应积极进军的目标市场，满足高端消费群体。

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农村商业银行的可持续发展研究

A STUDY ON THE SUSTAINABLE DEVELOPMENT OF RURAL COMMERCIAL BANKS

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摘要：农村信用社的发展不仅是一个金融问题，而且关系到农业发展的总体状况、农民收入和农村的稳定。我国农村信用社在改革开放这20年里取得了长足的进步，但随着农村经济的持续增长，也难以逐渐丧失合作组织的基本特征和适应需要。农村人口的金融需求难以满足，合作融资只是形式。在此背景下，我国以农村信用社为依托，在经济发达地区，条件较好的信用社，根据当地经济环境、自身特点和实际条件，成立农村商业银行。本文根据国内外农村商业银行的相关研究经验和原则，结合农村的可得性和资金需求，分析农村商业银行的准备金需求和运作情况。借鉴国外农村商业银行的经验，为我国农村商业银行的进一步发展提供了借鉴。分析农村商业银行发展面临的问题，找出农村商业银行发展面临的主要问题。最后，就我国新农村建设中创建农商行的思路进行了探讨，提出了作为新农村应具备良好生态和金融环境的农商行可持续发展的措施和建议。

关键词：农商行，信贷风险，金融支持，政策建议。

Abstract: The development of rural credit cooperatives is not only a financial problem, but also related to the overall situation of agricultural development, farmers' income and rural stability. China's rural credit cooperatives have made great progress in the 20 years of reform and opening up, but with the continuous growth of rural economy, it is difficult to gradually lose the basic characteristics and adaptation needs of cooperative organizations. The financial needs of the rural population are difficult to meet, and cooperative financing is only a form. In this context, relying on rural credit cooperatives, in economically developed areas, credit cooperatives with better conditions set up rural commercial banks according to the local economic environment, their own characteristics and actual conditions. Based on the relevant research experience and principles of rural commercial banks at home and abroad, combined with rural availability and capital demand, this paper analyzes the reserve demand and operation of rural commercial banks. Learning from the experience of foreign rural commercial banks provides a reference for the further development of rural commercial banks in China. Analyze the problems faced by the development of rural commercial banks, and find out the main problems faced by the development of rural commercial banks. Finally, it discusses the idea of establishing rural commercial banks in China's new rural construction, and puts forward the measures and suggestions for the sustainable development of rural commercial banks, which should have a good ecological and financial environment as a new countryside.

Keywords: Rural Commercial Bank, Credit Risk, Financial Support, Policy Suggestion.

一、引言

进入21世纪后，政府建设和完善农村金融市场的思路慢慢显现自2003年农村信用社改革以来，农村商业银行这种新型金融机构发展缓慢。2014年末，农村商业银行设立机构665家，商业企业32776家，在增加农村金融供给、提供农村金融服务、落实国家各项政策等方面发挥了重要作用。支农惠农，完善农村金融服务体系，促进农村金融市场发展发挥一定作用。但在城乡二元体制下的农村，不仅抵押担保品短缺，而且普遍存在信息失衡，市场供需不平衡。多层次、广泛、可持续的农村金融体系远未建立。特别是近年来，在宏观经济高速增长的背景下，利率市场化改革超预期，打破金融区间的趋势不断加深，资金壁垒不断增加，新技术层出不穷。通过互联网金融获得快速牵引力。银行面临着内外部经营环境、资本增长、市场结构、利润增长、资本质量和风险管理等方面的重大变化及其发展机遇举步维艰。有鉴于此，本文将运用综合的金融、统计和经济分析方法，对农村商业银行的可持续增长潜力及其影响因素进行系统的实证理论和伦理实证研究。审视农村商业银行发展现状，对当前农村商业银行可持续发展进行一些有意义的研究，制定目标活动和建议。

二、农村商业银行可持续发展概述

（一）农村商业银行可持续发展的理论基础

1. 可持续发展理论

可持续发展理论的发展经历了一个漫长的历史过程，其反思源于20世纪50年代和20世纪60年代人们对经济和城市发展过程中环境、资源、人口等问题的关注和思考。经济的快速增长，不仅丰富了人民的物质需求，提高了生活质量，同时也带来了大量的资源资本和严重的环

境污染。人们开始对传统发展模式给人类造成的各种困扰和危机产生疑虑，并逐步认识到过去的发展道路是不可持续的，于是开始探索和寻找新的较为健康的可持续发展之路。在此基础上，可持续发展理论应运而生，发展出一种环境与发展相衔接的思路，提出了环境与人类社会融合发展的现代思想模式。可持续发展具有丰富的意义。一是明确发展主题，即共同发展、融合发展、公平发展、务实发展、多学科发展相结合的新发展观。可持续发展涉及经济、人口、资源、环境等诸多方面，相互关联、发挥作用，但任何一个问题都可能直接或间接地影响到其他方面。

因此，可持续增长提供了持续的整体增长，而不是以牺牲后代的增长潜力为代价，也不以牺牲国家或其他地区的发展潜力为代价。尽管人类社会的发展趋于全球化，但不同国家和地区的发展阶段和发展目标不同，要跳出条件，因地制宜，不断进步，符合国家或地区的实际情况，只有可持续发展道路才能真正实现有效发展。其次发展具有可持续性。经济社会发展不应以牺牲资源和环境为代价，而应提供合理的基本健康的环境标准，强调经济、社会、环境一体化发展，其基本理念是经济发展。资源与环境要因势而为，在环境可持续性方面，既要更好地满足当代人的需要，又不威胁子孙后代的发展。

2. 农村金融理论

在农村金融领域，目前从农村金融市场角度研究农村金融问题的理论流派有农业信贷援助理论、近年来出现农村金融市场理论和不完全竞争理论有三种。20世纪80年代之前，农业信贷援助理论主导了农村金融理论领域。该理论认为，农村储蓄能力差、传统形式缺乏潜伏、农业生产交易不明确、周期长、回报率低等产业特征在商业银行以盈利为目标的商业银行领域往往较为普遍。

为此，应设立专门的农村信贷机构，解决村内财政赤字、增加农业生产、减少农村贫困，从村外注入政策性资金，获得政府资金和捐赠输送到农村，尤其是到农民的手上。根据这一理论，应支持农村金融机构客户贷款，以区别城市的优先政策，缩小农业与其他行业的基础设施收入差距。政府的这种干预虽然产生了一些积极的效果，但并没有达到增收减贫的目的。事实上，许多经验表明，一些干预政策并没有改善情况，反而加剧了问题。低于市场利率限制的援助和不支付容忍度往往被贫困农民挤出市场，并被强大而富裕的农民剥削。此外，低利率政策不仅关注农村金融机构的农业贷款，还关注信贷质量、农村非农发展和农村金融机构的设立。

（二）农村商业银行可持续发展的内涵

本文从可持续金融发展的基本含义和农村金融的相关原则来界定农村商业银行的可持续发展：在可持续金融发展法的序言下，农村商业银行有效配置金融资源，合理改善经营、完

善管理结构、内部管理结构，适应农村经济发展变化，扩大企业和业务拓展，提高产品开发和风险控制能力，树立和树立良好的品牌形象。在追求自身经济利益的同时，还要考虑农村金融市场环境。它积极整合数量与绩效、速度与质量、长期目标与短期利益、自我提升与社区发展的关系，慢慢实现可持续和可持续的增长。

三、农村商业银行运行现状

（一）农村信用社改革成为商业银行

农村信用社产权改革是根据当前我国农村金融发展形势和发展要求提出的战略措施。按照《国务院关于印发深化农村信用社改革试点方案的通知》等文件要求，各地农村信用社紧紧抓住改革契机，积极争取各方支持，着力于提高资产质量，完善经营管理机制，逐步向现代商业银行转型，为下一阶段展开跨越式发展奠定坚实的基础。

通过改革，农村信用社的产权制度发生了重大变化，截止到2017年年底，全国共成立农村合作银行365家，农村商业银行665家，未成立农商行和农合行的农合机构也纷纷成立统一到一级法人的县级联社，全国以县（市）为单位的统一法人社由2002年末的94家发展为2017年末的2096家。

（二）国内农村商业银行运行现状

由于农村金融供给和需求始终不能保持平衡状态导致了其经济停滞不前，难以发展，在这种情况下，更是使得中小企业筹集资金变得愈加困难。特别是对于农村信用社来说，由于负担过多的资金，已经无法实现当前发展的目标，因此，对于股份制改革的问题变得十分重要与迫切。所以说，在2001年，在某些地区进行了商业银行的试点。

在当前的发展过程中，农村信用合作社具备以下特点：首先，服务的信用制度较为健全，这样就能够确保小额贷款的用户的数据信息足够安全明了，有着较为重要的意义。其次，能够有效推动电子化的进程，这就能够使得汇兑结算进行的更加顺利，同时还能对信用卡起到一定的推广作用，进一步缓解当前农村地区难以结算的状况。最后，服务地区越来越广泛，农信社充分利用自身的有利条件，开展多项业务进行发展。截至2017年末，全国农村商业银行农业贷款余额达1036.29亿元，中小企业贷款余额达1600.28亿元，有力地促进了新农村建设和地方经济的持续快速发展。

表 1：2017 年我国农商行基本指标变化情况表单位：亿元

项目	资产总额	负债总额	净利润
金额	37870	35455	378.7
增长率	43.76%	37.54%	56.21%

从上表中可以看出，我国农村商业银行的发展以及出现规模，经营资产已经突破3万亿元[6]。

四、农村商业银行可持续发展中存在的问题

（一）股权结构不完整

股权结构不完整主要表现在股权结构不合理，内部人控制明显，关联交易风险严重。目前的农村商业银行股权不够集中，基本上都分散在不同的相关人员手中，这样就造成难以实现集中的管理，无法明确职责状况，特别是对于中小股东来说，根本没有机会参加到管理之中，就算了董事会与股东大会也空有其表，完全没有发挥其作用，真正掌管权利的人是董事长，在很大程度上无法保障股东的权益。并且由董事长做主，在很大程度上造成职权过大，很难有约束力。并且在这个过程中，监事会也显然成为了空壳，形同虚设，一切都以董事会的指令为准，完全忽视了其监督管理作用。进一步增强了董事长的权利，成为了农商行的操纵者。并且在众多股东看来，最终可不可以获得贷款其是最为关注的问题，然而事实上却是这些大股东获得了足够的资金，在一定程度上限制了其他机构以及小企业的贷款，使得企业融资更加困难，在这种情况下，更是导致交易风险不断增长，威胁到了农商行的生产。

表 2：我国农村商业银行董事会与监事会人员分布情况

	金融	公用事业	房地产	综合	工业	商业
样本数	5	142	71	150	902	80
董事人数	16.4	9.63	9.87	9.53	9.87	9.62
独立董事	6	3.27	3.41	3.13	3.34	3.31
监事人数	8.8	3.95	4.13	4.08	4.30	4.19
高管人数	5	5.83	6.04	5.51	6.15	6.45

通过上述数据[6]的比较可以发现，我国的银行业与其他的行业相比在内部监管机制上存在更多的人员，这对于开展银行的公司治理问题会产生一定的影响。主要的问题有:

一、管理层股比很低。农村商业银行沿用原有的农村信用合作社模式，以职工为主体，管理层为原集团。公司虽已改制为有限责任公司，但管理层仍由管理人员管理。原有计划经济模式的分配和取消并没有消失，导致管理层没有得到足够的激励，管理层甚至没有强大的动力去把公司经营好，甚至会出现寻租的情况。

二、运作机制不健全。农村商业银行的最高管理层均由原农村信用社领导设立，仍沿用传统的经营做法和决策模式。“三长”（董事长、行长、监事长）职责不清，分工不明，不同程度地存在“几套班子，一班人马”、沿用一个人说了算的管理方式。因而也就出现了对高级管理人员的制约机制不健全。虽然建立了股东大会、董事会、监事会组织，但“三会”作用还未真正发挥。

三、管理层只关注眼前利益，忽视长期增长。所谓企业形象和员工利益，，尽管仍有一些负担，充足的资本比例不符合法定标准，但仍然分配了较高的回报，从长远来看可能会损害投资者的利益。

四、农村商业银行还没有形成先进的企业文化，甚至还没有充分重视企业文化的建设。农村商业银行从农村信用社改制，经济特色明显。制度不完善，文化相对落后。在大锅饭的观念中，平等的观念显得如此激进，加上工龄税，工作机制不公平，工作人员紧迫性不高。组织纪律性高，团队协作性差，没有共同价值观，员工缺乏团队精神；不愿给予，不愿接受，不满足于现状，不思进取，不思改革，不求创新的态度。这些想法不利于企业的长远发展，也不利于提升员工士气，提高企业竞争力。

（二）市场定位模糊

农村商业银行地处区、市，全部经济资产主要配置在区、城业务和业务上。农商行贷款材料普遍集中在行业，农商行无法区分行业风险，因此农商行面临的行业风险与其他银行相比更具商业性。农村商业银行的金融机构应合理分配，区域和城市经济为金融资产分配提供的条件应尽量少。因此，从规避行业风险的角度出发，农村商业银行的可持续发展战略应遵循区、市层面的活动，将资源配置散布在大面积上到不同的区域和行业，以有效化解不当风险。

（三）盈利能力弱、风险大

一是资金规模仍然偏小，与当地发达实体经济对金融服务的需求不匹配，使得农商行流失了部分优质客户。长三角地区农村商业银行由于规模较小，过去几年对农村商业银行的单一客户贷款比例一直在固定值的10%以上，给农村商业银行经营带来很大风险。

二是后台管理和盈利渠道单一。基层农村商业银行的经营模式，与以前的农村信用社

类似，都是基于旧的“互贷”模式。服务的概念仍然很少见，但还没有被理解。有一些升级和改进仅限于窗口服务、厅堂服务等的发展，以客户为中心、以基础更新发展、以市场为基础的复兴，并不能融入业务和产品的方方面面。创新、技术进步、人事管理等。商业和服务实践与当地实体经济相去甚远。在我国，存贷款利率由央行管理，近年来存贷款利率大幅上升，农村商业银行可以直接受益于从指定状态中较高的利率。

最后，很明显，农商行的品牌形象比大银行还要弱，公信力也不比大商业银行高，这势必会对交易员的怀疑和业务拓展产生影响，一些国家部委明确禁止将资金从下游单位转移到信用社等金融机构，只能存入国家四大商业银行。因此，农村商业银行在工作过程中需要慢慢发展和提升自己的形象。

（四）业务集中，经营范围小

改制后，部分农商行业务结构未发生变化，受市场准入条件限制，无法取得贸易融资余额业务资质，无法取得涉外业务凭证、信用卡和资金，且难以满足公司和个人的各种金融需求。在工作需求、产品开发技能和财务更新方面还有很长的路要走。同时，因在政策上的优惠已取消，而行业准入及市场准入依然存在的“非国民待遇”成为农村商业银行新的障碍。随着我国金融业的发展，逐步对外打开，但是当前我国众多农村商业银行还停留在过去较为传统的发展局面，基本上还是凭借存贷款的利息差来获得利润，和其他商业银行比较可以看出，不只是产品涉及范围有一定的局限性，附加值稍显不足，缺乏竞争力，造成了严重的阻碍。

迄今为止，农村商业银行在传统存贷业务的基础上，产品和服务比较独特。金融产品和服务是一样的。利润的增加主要与存贷款金额的增加有关，仍处于粗放增长阶段。经纪业务仅限于代理保险、代收代付、开具发票等简单业务领域，数量较少。基本没有中间业务承诺或担保，个人理财产品大幅减少。尤其是银行卡业务、区域影响力、结算速度和品牌因素、增长前景不明朗，不接受单一信用卡品牌的农村商业银行卡计量局限性明显。

（五）缺乏创新能力

由于管理理念落后，缺乏有价值的专业知识，信息技术落后，农村商业银行的金融创新能力很低。随着外资银行和国内大型银行本土业务的逐步拓展，如果农商行不能积极开拓新业务，满足社会需求，生存空间将越来越窄。此外，由于工作体制按照较大的原始大锅饭模式运行，管理缺乏激励机制，从管理层到关键员工缺乏创新动力。

随着我国金融业的发展，逐步对外打开，但是当前我国众多农村商业银行还停留在过去较为传统的发展局面，基本上还是凭借存贷款的利息差来获得利润，和其他商业银行比较可

以看出，不只是产品涉及范围有一定的局限性，附加值稍显不足，缺乏竞争力，造成了严重的阻碍。正是由于缺乏创新能力才导致了这一后果，由此可见，提高创新水平是十分必要的。

五、提高农村商业银行可持续发展能力的对策分析

（一）建立健全股权结构体系

由于我国国情的特殊性，在创新国内商业银行时，不仅要吸收纳入国外的先进经验与技术，还应该把国内具体状况联系起来，发展中国特色的组织架构，符合国内国情。尤其是对于农村商业银行来说，更是要从结构上作出整改，推动其发展。

1. 深化公司治理结构，建立有效的管理组织体系。作为银行的管理层，身负重要职责，在进行管理的过程中，需要制定可实行的战略目标与相关规则制度，从而约束银行内部员工行为，营造一个良好的发展空间，通过完善的管理体系来加以监管，推动公司发展。

2. 要逐步建立管理能力评价体系，不断提升全面管理水平。要建立内部控制评价体系，完善管理能力评价考核机制，运用定性与定量相结合的评价方法，对各机构管理状况进行综合评价，全面反映信用、市场、操作等情况，及时发现问题并采取措施，防范隐患，切实提升管理水平。

农村商业银行虽然早就建立了股东会、董事会、监事会、董事会的现代法人团体，但一方面，这些银行业金融机构受中国银行业监督管理委员会监管。另一方面，他们的日常活动由省协会监督。省联社强烈谴责“人财物”对全国农村商业银行的权力。虽然江苏省联社没有出现在农村商业银行的年报中，但省联社保留任命农村商业银行高管的权利。但省级协会不仅拿不到工资，还得每年向省级协会支付固定比例的管理费，以及省级协会在各地干预农商银行贷款。与实际的现代公司治理体系有很大不同。

完善农村商业银行法人管理，重视法人权益，排除外部干扰，明确总代理关系，确保工作有效开展。然而，由各主要信用社共享、满足多方期待的省级协会，并没有像预期的那样以行业自治和企业管理为基础，旨在“为社员提供会员资格”，促进会员合作社的发展。“在一个政商不分的机构中，他们成为“裁判员”和“运动员”。“改革的结果是，现在省联会成为被改革的主体。”。省联社的角色改革的直接关系到农村信用社的发展趋势乃至农村金融改革的成败。

（二）找准市场定位完善发展战略

重组后的农商行将“坚守姓氏，改制不改”，符合“三农”和中小企业的市场定位。根据

服务指南。"三农"，服务城乡居民。民营经济和中小微企业继续成为地方金融主力军，服务地方经济社会发展。同时，建立一级人身法制优势综合清单，制定"局部、城乡服务、区位拓展"的市场发展规划。扩大市场空间和经营范围。因此，商业银行在开展业务时应充分运用市场细分理论，必须要发现客户群体的具体需求，并与其他的群体相区别，再在进行充分市场调研和产品分析的基础上，设计出能够具有特性的产品，从而服务于性质类型均有所差别的对象。

1. 加强城区中心服务，增加市场占有率

在中心城区市场，金融服务竞争尤为激烈，农村商业银行在网点分布、品牌影响力、市场认知度等方面处于弱势地位，市场占有率不高。农村商业银行将在满足保证农村金融服务需求的基础上，逐步加强城区中心的金融服务力度，积极创造条件丰富业务产品和服务平台，主动向成熟的股份制商业银行学习营销的技艺和服务方式，逐步以"拿来"过渡到真正的"创新"。同时，在城乡一体化的进程中，发挥精品标杆网点辐射效应，发挥法人机制下决策优势和服务特色，以差异化为手段，大力支持涉农企业的升级转型，满足城乡居民日益提高的服务需求，实现金融服务的匹配和协调发展。

2. 调整业务结构，争取竞争优势

根据国际上发展的历程能够发现，基本上发达国家就是运用适应自身发展的手段来加强市场竞争了，并根据品牌效应纳入更广泛的客户，进一步扩大了客户范围，提高了整体素质。银行业在零售投资咨询业务拓展过程甲，应致力于品牌建设。我国商业银行的品牌建设应该突出自身特色，建立可具辨识度的理财品牌，培养自身理财客户群体。

3. 坚持"三农"政策，支持农村发展

在远郊农村市场，农村商业银行具有历史形成的优势地位，占有绝对的市场份额。延伸和创新支持"三农"的服务力度，加大对农业产业化的扶持，支持农户发展特色农业和优势农业，拉动农村集体经济发展，提高农村经济发展水平。

4. 充分调研，制定长远发展目标

农村商业银行要在充分调研的基础上，拟定结构网点的长远发展计划。在迈向目标过程中，农村商业银行要严格依照银监会的政策要求，健全机构服务网络，提升服务社会经济的能力和水平，在夯实本地网点的基础上，着力推进周边网点扩张，建设覆盖城乡的金融服务网络，并积极探索跨区域经营之路。

（三）制定风险控制战略

农村商业银行的高债务负担和高行业风险是农村商业银行规模小、工作量少的必然结果。如果一个银行被禁止在一个城市开展业务，其资金应该集中在该城市发达或不发达的业务、

产业和项目上，这将增加信贷行业的权重和权重。客户增加。地域限制不仅不利于农商行分散风险，也不利于农商行业务发展和产品更新换代。同时也不能满足银监会的监管要求。问题不仅存在于农村商业银行，也存在于许多尚未在该地区开展业务的城市商业银行，风险水平也相应降低。

多元化策略是贷方管理信用风险的常用且有效的策略。债务多元化分散了信用风险，最终达到降低信用风险的目的。常用的信贷扩张策略，扩大信贷模式，采用新的信贷方式，通过与其他商业银行合作开展业务等形式，不仅可以扩大业务规模，还可以开辟新的业务渠道;同时可与供应商或农户合作。可合作投保联保，降低经营风险；建立信用保险机制，加强信用风险管理，通过直接或间接保险将信用风险转移给弱势群体。

（四）扩大业务范围，多样化产品内容

一是要整合梳理、包装、优化现有产品。农村信用社几十年来特色产品主要集中在农贷方面，其他业务产品都是在发展中学习和借鉴其他商业银行的。改制后的农村商业银行要迅速对现有产品进行整合，根据客户对金融服务多元化的需求，结合自身体制机构优势，通过产品之间关联性，从产品营销价值最大化角度出发，科学系统地对现有产品进行有效的梳理、优化，形成具有农村商业银行特色的产品系列，从同质化中突出自身的特点和优势。二是在进一步优化省联社综合业务系统的基础上，充分利用和发挥系统平台优势，着力推广网上银行业务并赋予史多的特色，设计简便安全的产品和服务内容。三是要适应市场要求和变化，强化产品的研究与开发，形成真正的自主产品和特色业务。

（五）善用人才，提高创新能力

1. 建立培训机制，培养对口型人才

建立长效的培训机制能有效提升理财人员的专业综合素质。首先，商业银行应在更广泛的专业选择人才，同时建立连贯性的金融专项培训机制，对理财业务从业人员进行专业且持续的系统培训，其次，吸取和参考发达国家商业银行成熟的业务运作模式和先进业务经验，针对不同的理财人员，制足差异化的培训课程，鼓励发挥各自专业特长，在擅长的专业业务领域内提升其综合素质。最后，要在建立高素质理财人员队伍的基础上，大力抓好道德操守培训，使得理财经理业务培训与职业操守并重，引导理财人员建立正确的人生观和价值观，建立良好的职业道德操守。

2. 强化激励机制，引进创新型人才

随着近年来各类商业银行的兴起，各家银行之间的竞争也是越来越激烈。每个农村商

业银行并非仅仅依托于一个人或几个人就可以取得发展。农村商业银行若想在现有的成绩上有所突破，在未来激烈的市场竞争中得以立足和发展，便需要引进懂投资理财专业知识、综合知识面广、思维富有创新性的复合型业务人才。对现有员工要采取人才激励政策，通过强化激励机制来提高员工工作的积极性，激发每位员工在所负责领域的创新能力，逐步建立符合以岗位绩效工资为主体、形式多样、自主灵活的薪酬制度。要重实绩、重贡献。结合单位实际制订具体的人才奖励措施，及时奖励在工作中成绩显著、贡献突出的各类人才，以此来确保在未来农村商业银行发展的过程中得以立足。

3. 借鉴现代商业银行的经验，提高创新能力

在农村商业银行的发展过程中，应该通过合理的计划来加以发展，大力引进外来的先进经验和技术，加以借鉴，并结合本国发展实情，推动创新，扩展业务范围，提高品牌效应，满足当前市场的需求，如利用目前经济政策的变化，综合运用各种有利因素紧密跟踪市场变化，适应经济市场的变革，加大与其他金融企业如信托公司、证券公司、保险公司、基金公司等的密切合作。例如，扩大业务范围，实现多功能的业务发展模式；推动农民工返乡创业贷款的实施等方法来促进其发展；同时，在零售投资咨询业务拓展过程中，应致力于品牌建设。我国商业银行的品牌建设应该突出自身特色，建立可具辨识度的理财品牌，培养自身理财客户群体。从服务环节的规范化的角度来说，需要大力引进日本的先进经验技术。在客户信息的采集方面加大力度，为其制定一个明确的目标，并且施行切实可行的有效方案，甚至包括后续跟踪服务的全套严谨专业的标准化流程，规范其业务开展。

结论

以上研究涵盖了我国农村商业银行的全部现状、存在的问题和采取的措施。在对农村商业银行总体经营状况、法人资格结构和经营特点进行总体分析的基础上，论述了农村商业银行在发展、壮大和持续发展方面取得的一些成绩。文章对商业银行的发展中出现的问题进行阐述，同时通过数据分析对农商行整体的情况进行问题讨论，得出了农村商业银行在继续运营发展的过程中，还需要不断健全和完善治理结构，规章制度等，同时也要找准市场定位，扩大业务范围，不断引进人才，才能使农村商业银行更加具有竞争力。在调研过程中，由于无法深入农村商业银行内部，所获得的数据并不十分完善，调研多立足于理论文献，在实践运用中还有需要加强改善的地方。

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PBL 对合作学习策略和学生学习动机的影响

THE IMPACT OF PBL ON COOPERATIVE LEARNING STRATEGIES AND STUDENTS' LEARNING MOTIVATION

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摘要：本文目标是验证分析PBL(project-based learning)对学生合作学习策略以及学习动机的影响。首先通过随机调查安徽科技学院机械工程学院不同专业不同年级的学生,样本总数为415位同学，其中男生348名，女生67名，通过合作学习策略与学习动机问卷调查结果，分析相关数据，并验证合作学习策略与学生学习动机的相关性。再以平面设计基础课程为例，对工业设计专业20级46位同学进行实验对照研究，在实行PBL教学前进行前测，项目结束后进行后测，得出PBL影响学生的合作学习策略，同时影响学生学习动机的结果。并从改善教学以及提升学生学习动机方面提出建议。

关键词：PBL，学习动机，合作学习策略。

Abstract: The purpose of this paper is to verify and analyze the impact of PBL (project-based learning) on students' cooperative learning strategies and learning motivation. First, a random survey was conducted on students of different majors and grades in the School of Mechanical Engineering, Anhui University of Science and Technology, with a total sample of 415 students, including 348 boys and 67 girls. Through the results of the cooperative learning strategy and learning motivation questionnaire, the relevant data were analyzed to verify the correlation between cooperative learning strategies and students' learning motivation. Taking the basic course of graphic design as an example, an experimental control study was carried out on 46 students of grade 20 majoring in industrial design. Before the implementation of PBL teaching, a pre-test was conducted, and a post-test was conducted after the project was completed. It also affects the results of student motivation. And put forward suggestions for improving teaching and improving students' learning motivation.

Keywords: PBL, Learning Motivation, Cooperative Learning Strategy.

引言

高校工程教育专业认证（OBE）中，学生的毕业要求不仅仅是掌握基本知识，更需要掌握应用知识解决复杂工程问题的能力，同时为了适应社会，学生的团队协作能力和创新思维，以及自主学习能力，都是重要的培养目标。传统教学中，主要是教师为中心的教学模式，大量的理论和技术信息是由教师传递的，教师承担了大部分的工作，学生是这些信息的被动接受者，这种情况往往导致学生的积极性低，旷课率高，并且难以获得专业技能和软技能，以及任何知识的深度学习（Torrijo, Garzón-Roca, et al, 2021），这种教学方式无法满足当下工程专业的培养要求。以成果为导向，学生为中心的教学模式和教学方法是高校工程类专业教育发展和教学研究的方向。

1. 研究背景

PBL（Project-based Learning）对学生的团队合作、实践能力、领导力、创造力、计划和执行项目的能力有很好的锻炼效果。PBL 对学生的综合能力发展上具有很强的优势，并能解决生活中的实际问题，具有一定的现实意义和社会价值。项目式教学现在已经普遍被提倡应用在高校工学专业教学建设中。合作学习是另一种著名的主动学习方法，当与 PBL 搭配使用时效果很好（Felder. et al, 2000；Cinar. et al, 2011），文献中也显示了在高等教育和工程中应用这种合作学习策略对学生的好处的课程案例 (Munir. et al, 2018; Springer.et al, 1999; Dym.et al, 2005; Hassanien, 2007; Johnson.et al, 2008; Reyes. et al, 2011; Herrmann, 2013) 。学生学习过程中，学习动机是直接推动学生进行学习的一种内部动力，是学生主观能动性的重要组成部分，在学习过程中，学生的学习动机对学生的学习成长非常重要，对学生的学习效果起着非常重要的作用。据调查，有学习动机问题的学生是各类学校普遍存在的现象，学习动机问题已经阻碍了学生发展（黄，2020），学生学习动机的提升是现在需要关注的指标。学习策略便于教师在教学中实施，是否可以用合作学习方式来改善和提高学习动机？普遍被高校重视的项目式教学是否可以通过影响合作学习策略对学习动机产生积极影响，这项研究是值得探究的。

1.1 PBL 教学模式在工程教育中的应用

当下，应用型高校越来越注重应用能力的培养，特别在 STEM 领域，要求加强校企产学研合作，重视企业横向课题项目的实践研究，这就要求教师不仅仅在课下组织学生完成企业项目，还需要在教学中融入项目，进行项目式教学。项目式学习在美国被中小学普遍采用，学

生都是通过小组合作完成项目并展示成果的方式进行学习，但在标准化考试中同样表现优异；芬兰重新设计了它的学校系统，使 PBL 成为国家教育策略的核心部分，在国内，PBL 在有的学校是主要教学方式（皮，2018）。项目式教学(PBL)正在成为高等教育中的一种常见教学方法，已被用于不同的 STEM 领域(Torrijo.et al,2021)。然而，国内项目式教学仍处于起步阶段，存在知识与项目脱节、考核方式单一、课程之间衔接不够且体系性不强等问题,在如何更好发挥教师指导作用、提升学生自主学习能力、组建有效合作团队、切实提升学生实践技能等方面,亟需理论与实证的借鉴（朱，2019）。

1.2 学生学习动机作用以及目前学习策略情况

萨迪曼写道：“智力足够高的学生可能会因为缺乏动力而失败，如果学生有正确的动力，学习成果将是最佳的”（Sardiman，2001）。不少研究指出学生的积极性对于在学业上取得更好的成绩非常重要， 学生的学习动机与他们的学业成绩呈高度正相关（Oriahi，2009；Sugiharti，2020）。研究表明，提升学生学习动机，在教学过程中，是非常必要的。目前，高校对于学习动机的关注，以及通过改善教学方法来提升学生学习动机的实证研究还不足。

以学生为中心的合作学习在中小学领域研究相对完善，在高校研究还不足，合作学习策略应用还不够广。例如在安徽科技学院机械工程学院教学就没有普遍使用，问卷调查结果显示，独立完成与偶尔和同学合作完成课程任务的比例占比 68%，说明大部分教学还是以教师为中心的教学，合作学习策略未能普及到教学和学生学习中。

2. 研究假设与研究目的

2.1 研究假设

本文通过随机对一个学院的 415 名学生收集学习动机与合作学习策略的数据，研究合作学习策略与学习动机的关系，同时选取工业设计两个班应用 PBL 教学法进行实验和对照分析，研究 PBL 对合作学习策略的影响，以及学生学习动机的变化。因此本文的研究假设如下：

假设一：合作学习策略与学生学习动机呈正相关。

假设二：PBL 影响合作学习策略，同时对学生学习动机产生积极影响。

2.2 研究目的

根据研究假设，本文研究目的如下：

研究目的一，论证合作学习策略与学生学习动机呈正相关。

研究目的二，论证 PBL 影响合作学习策略，同时对学生学习动机产生积极影响。

3. 文献综述

3.1 概念

项目式教学是指“通过具有真实应用背景的模拟或真实的项目，这些项目可以是生产型的、设计型的或综合型的，让学生了解项目对象设备、产品、商业活动、管理系统，提出技术路线和解决方案，再进行实质性工作，最后形成物化的或非物化产品的教学活动”（张，2020）。项目式教学以“做中学”为学习方式，通过实施具体项目获取知识、技能和解决问题的能力（张，2020）。

学习动机(motivation to learn）是指引起学生学习活动，维持学习活动，并使该学习活动趋向教师所设定目标的心理历程（范，2005）。

学习策略（learning strategies）是指学习者为了提高学习的效果和效率，有目的、有意识地制定的有关学习过程的复杂方案（胡，2011）。本文主要集中在合作中产生的学习策略，包含讨论，分享，发布任务等活动。

3.2 PBL 教学

项目式教学作为一种“以学习者为中心”的教学方法，有助于培养学生的实践能力、团队合作能力、沟通交流能力、实践管理能力,因而在高校工程教育中得到了广泛应用。PBL 最显著的特点是 “以项目为主线，教师为引导，学生为主体”，改变了以往“教师讲，学生听”被动的教学模式，创造了学生主动参与，自主协作，探索创新的的新型教学模式 （胡，2014）。项目式教学与问题式学习（problem-based learning）有所不同的是，项目式学习可以是一个长期复杂工程，有时整个学期就完成一个大项目（通常被拆分成很多小项目）。另外，PBL 比较强调真实世界的任务和问题，并且产出 “有形” 产品来解决问题。有两个关键点：一个引发活动的问题或难题，学生自主创造出一个成果来回答问题或解决问题（皮，2018）。

3.3 学习动机

学习动机是存在于一个人身上的一种状态，为了实现目标而有做某事的冲动（Suryaningrat, 2021）。有几种方法可以用来培养学习活动的动力，其中包括评分；奖品；比赛/比赛；自我参与；复制；通知结果；称赞；惩罚；学习的愿望；利益；公认的目标(Suryaningrat.et al, 2021).

一般来说，学习动机可以分为内在动机（或视为个人变量），这是学习的动力，它是由学习者的内在需求，例如学习的愿望；和外在动机（或认为作为环境变量），这是由于外部环境而产生的学习欲望刺激、诱因和指导（small，2000）。 Keller （1987） 曾经使用 ARCS 动机模型来解释人们学习的动机。 “A” 代表关注。 “R” 代表 “相关性” ，即满足个人需求。 “C” 代表难度和挑战适中。 “S” 代表 “满意” （ Chen, 2022）。在这方面，Dörnyei (1995) 指出，学习的满足感是学习动机的基础。学习，因为它证实了学习者的努力和整个学习过程是指向一个目标、目的和价值 (Dörnyei, 1995) 。

3.4 合作学习策略

由于教育科学领域的发展以及在该领域不断的学习和研究，用于合作学习的策略多种多样(Abdulwahhab; Hashim,2020)。主要的合作学习策略有拼图游戏，组调查等。拼图是一种以学生为小组 (3-5人) 为基础的策略，根据小组的规模将课程划分为子任务，每个子任务的个体将掌握该任务并返回到基础小组进行经验交流。组调查（GI）由 sharan (1980) 开发的 ，GI 的协作学习方法在提高学生的高阶思维能力方面特别有效，因为学生收集数据然后讨论、翻译和创造个人对小组产品的贡献 (Abdulwahhab; Hashim,2020) 。

4.研究方法

4.1 研究设计

研究一： 20-21 下半学期，随机调查安徽科技学院机械工程学院各个专业学生的合作学习策略与学习动机，收集并分析相关数据结果，验证合作学习策略与学生学习动机的相关性。同时了解各个年级和专业学生学习动机差异，提出初步教学建议。

研究二： 21-22 上半学期以平面设计基础课程为例，以明中都 IP 形象设计征集比赛为实践项目，对工业设计专业 20 级学生进行实验对照研究，验证该项目学习是否影响学生的合作学习活动水平，进而影响学生学习动机。

4.2 教学设计

在平面设计基础课程中，讲授完基本知识和基本练习后，引入明中都 IP 形象设计征集比赛实践课题项目，通过 PBL 教学的六个步骤，确定 IP 比赛的目标任务，制定完成项目计划，收集资料讨论做出决策，实施计划——分步骤地完成该项目，检查和修改项目方案，做出评价反馈。在 PBL 教学期间，鼓励同学课下互相帮助，拿出时间探讨，部分同学独立完成项目，

部分同学组成小组合作完成项目任务。

4.3 研究工具及方法

采用学习动机和策略（MSLQ）量表(Pintrich. et al, 1991)，该量表由 Pintrich、Smith、Garcia ， McKeachie 编写，此量表被大量应用，信度效度较好，期中课程价值维度 Alpha 值是.90，期望成分：学习和表现的自我效能维度 Alpha 值是 .93。中文版由林一光和常胜美结合 Slavin 的合作学习模型——关于认知和动机测量，对该问卷进行翻译得出。根据现实课程情境改编得到本文量表（表 1）。收集完数据通过 SPSS 进行数据信度分析、描述性分析、相关性分析和比较分析。

表 1：学习动机与合作学习策略量表

学习动机	
我想我可以把艺术基础课程里学到的东西应用到实际设计项目中。 学习艺术基础课程的教材对我而言很重要。 我对艺术基础课程的专业领域很感兴趣。 我认为学习艺术基础课程教材对我有帮助。 我喜欢艺术基础课程的内容。	课程价值
我相信我会在艺术基础课中拿到优秀成绩。 我确信，即使是艺术基础课程中最困难的部分，我也可以理解。 我有信心可以理解艺术基础课程所传授的基本概念。 我有信心可以理解艺术基础课程老师所传授的知识。 我有信心可以在艺术基础课程的作业及考试中表现优异。 我预期在艺术基础课程中表现良好。 我确信我可以掌握艺术基础课程所传授之技能。 如果把艺术基础课程的困难度、老师和我个人的技能都考虑在内，我想我在本课程中表现良好。	期望成分：学习和表现的自我效能
学习策略	
我在做设计项目时，会整合不同管道（例如老师上课讲授的内容，互联网以及口头讨论）得到的资讯。	
我会试着把我从课本或指定阅读中得到的知识应用到艺术基础课中的其他活动项目上，例如明中都 IP 设计。 我在学习艺术基础课和做项目时，尝试着把知识解释给同学或朋友听。 在做设计项目时，我试着与小组同学一起合作。 我在做设计项目，时常挪出时间与同班同学讨论改项目和相关知识。 课下，我会和同班同学沟通，交流想法。 我在和同学的合作项目或者合作作业中贡献很大。 在大学里，我和同学合作做同一个项目或者作业至少两次以上 在做设计项目时，和同学的互动时间超过三个小时。 课下会集体讨论设计项目。	合作学习应用的学习策略

5. 研究结果

5.1 合作学习策略与学习动机的关系数据

随机调查安徽科技学院机械工程学院各个专业学生的合作学习策略与学习动机，研究变量有控制变量性别、年级、自变量合作学习策略和因变量学习动机, 20-21 下学期在安徽科技学院机械工程学院随机抽选在校 415 名大学生，包含大一到大四不同年级学生。用问卷星收集 415 份数据，应用 SPSS 软件，对学习动机与学习策略问卷进行信度分析，得出合作学习策略（10 项）Alpha 值是 .984（表 2）; 得出学习动机（13 项）Alpha 值是 .984（表 3）; 由此可见此问卷是可信的，得出的数据也是可信的。

表 2：合作学习策略问卷信度

可靠性统计		
克隆巴赫 Alpha	基于标准化项的克隆巴赫 Alpha	项数
.955	.961	10

表 3：学习动机问卷信度

可靠性统计		
克隆巴赫 Alpha	基于标准化项的克隆巴赫 Alpha	项数
.984	.984	13

应用 SPSS 软件，以性别、年级为控制变量，分别输入 415 位同学的学习动机和学习策略的数据，数据中，机械工程学院大一到大四学生数分别为：117 人、113 人、133 人、52 人。其中男生 348 人，女生 67 人（表 4、表 5）。以性别为因子，测出安徽科技学院机械工程学院 415 名同学不同性别的学习动机和合作学习策略的平均分值（如表 4），得出男同学（348 人）学习动机是 72.2414，合作学习策略分值为 52.2672；女同学（67 人）学习动机是 69.1194，合作学习策略分值为 48.4776。男生和女生学习动机最大值都是 91，男生最小值是 13，女生最小值是 39;男生与女生学习策略最大值都是 70，男生最小值是 10，女生最小值是 27（表 4）

表 4：以性别为因子的均值

		个案数	平均值	最小值	最大值
动机	男	348	72.2414	13.00	91.00
	女	67	69.1194	39.00	91.00
	总计	415	71.7373	13.00	91.00
学习策略	男	348	52.2672	10.00	70.00
	女	67	48.4776	27.00	70.00
	总计	415	51.6554	10.00	70.00

表 5：以年级为因子的均值

		个案数	平均值	最小值	最大值
动机	大一	117	70.1282	13.00	91.00
	大二	113	71.4513	13.00	91.00
	大三	133	72.0301	19.00	91.00
	大四	52	75.2308	39.00	91.00
	总计	415	71.7373	13.00	91.00
学习策略	大一	117	49.7265	10.00	70.00
	大二	113	52.7168	27.00	70.00
	大三	133	50.8647	14.00	70.00
	大四	52	55.7115	30.00	70.00
	总计	415	51.6554	10.00	70.00

以年级为因子，测出安徽科技学院机械工程学院 415 名同学的学习动机和合作学习策略的平均分值（如表 5），得出大一同学（117 人）学习动机是 70.1282，合作学习策略分值为 49.7265；大二学生（113 人）的学习动机是 71.4513，合作学习策略分值为 52.7168；大三同学（133 人）学习动机是 72.0301，合作学习策略是 50.8647；大四同学（52 人）学习动机是 75.2308，合作学习策略是 55.7115。大一到大四学习动机最大值都是 91，大一、大二最小值是 13，大三最小值是 19，大四最小值是 39；大一到大四学习策略最大值都是 70，大一最小值是 10，大二最小值是 27，大三最小值是 14，大四最小值是 30（如表 5）。

应用 SPSS 进行对学习动机与合作学习策略进行相关性分析，首先对随机得出的 415 组数据测量，得出合作学习策略与学生学习动机两者之间的 sig.值是接近 0，相关系数是 0.791，显示学习动机与学习策略具有高度相关关系（如表 6）。其次对试验后的 44 组数据进行测量，得出合作学习策略与学生学习动机两者之间的 sig.值是接近 0，相关系数是 0.745，显示学习动机与学习策略具有高度相关关系（如表 7）。

表 6：相关性数据结果

		动机	学习策略
学习动机	皮尔逊相关性	1	.791**
	Sig.（双尾）		.000
	个案数	415	415
学习策略	皮尔逊相关性	.791**	1
	Sig.（双尾）	.000	
	个案数	415	415

**. 在 0.01 级别（双尾），相关性显著。

表 7：相关性数据结果

		学习动机	学习策略
学习动机	皮尔逊相关性	1	.745**
	Sig.（双尾）		.000
	平方和与叉积	9340.636	5589.500
	协方差	217.224	129.988
	个案数	44	44
学习策略	皮尔逊相关性	.745**	1
	Sig.（双尾）	.000	
	平方和与叉积	5589.500	6034.250
	协方差	129.988	140.331
	个案数	44	44

**. 在 0.01 级别（双尾），相关性显著。

5.2 PBL 教学后合作学习策略与学习动机的数值

以工业设计 20 级工业设计学生为实验组，在进行 PBL 项目教学之前进行前测，除去信效度不高的问卷得出男同学（30 人）学习动机是 80.7333，合作学习策略分值为 58.2667；女同学（15 人）学习动机是 83.0667，合作学习策略分值为 60.2000。男生女生学习动机最大值都是 98，男生最小值 49，女生最小值 63；男生学习策略最大值是 84，女生是 74；男生学习策略最小值是 39，女生是 46（表 8）。在为期一个半月的 PBL 项目教学后，进行后测，除去信效度不高的问卷得出男同学（29 人）学习动机是 85.9310，合作学习策略分值为 65.3103；女同学（15 人）学习动机是 84.9333，合作学习策略分值为 63.6667。男生女生学习动机最大值都是 98，男生最小值 43，女生最小值 56；男生学习策略最大值是 84，女生是 77；男生学习策略最小值是 39，女生是 48（表 9）。通过前测和后测数据比较，得出在 PBL 教学后，学生学习动机提高明显，合作学习策略方面也更加积极。

表 8：工业设计专业实验前平均值

		个案数	平均值	最小值	最大值
学习动机	男	30	80.7333	49.00	98.00
	女	15	83.0667	63.00	98.00
	总计	45	81.5111	49.00	98.00
学习策略	男	30	58.2667	39.00	84.00
	女	15	60.2000	46.00	74.00
	总计	45	58.9111	39.00	84.00

表 9:：工业设计专业实验后平均值

		个案数	平均值	最小值	最大值
学习动机	男	29	85.9310	43.00	98.00
	女	15	84.9333	56.00	98.00
	总计	44	85.5909	43.00	98.00
学习策略	男	29	65.3103	39.00	84.00
	女	15	63.6667	48.00	77.00
	总计	44	64.7500	39.00	84.00

6. 研究结论

6.1 合作学习策略与学习动机的关系

从相关性检测数据来看（表 6，表 7），学生的合作学习策略和学习动机有非常强的关系，从两者的 P-P 分布图来看，可以看出合作学习测率与学生学习动机偏向正态分布，也就是说学生在合作学习策略中表现积极的，学习动机也很好（如图 1）。可以得出假设一——合作学习策略与学生学习动机呈正相关是成立的。

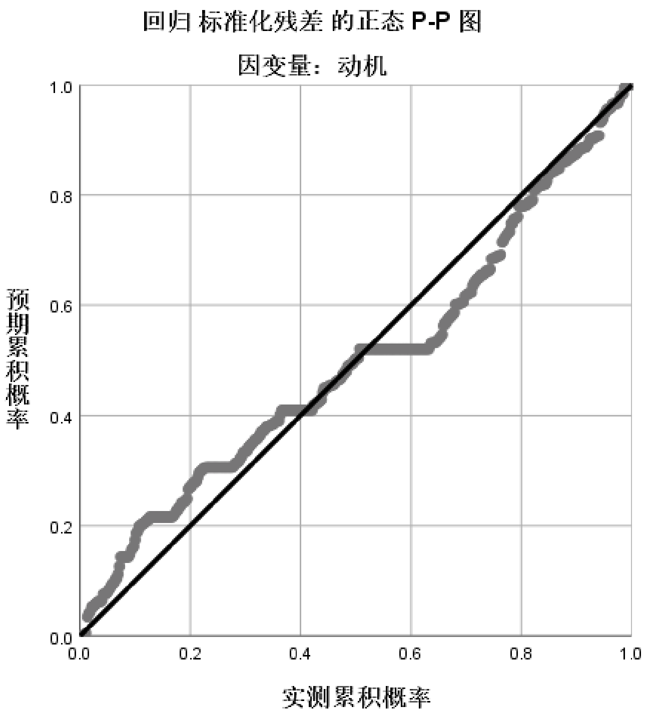

图 1：合作学习策略与学习动机 P-P 图

6.2 PBL 教学后合作学习策略与学习动机的数值

从学生的检测数据来看，通过 PBL 教学后，学生在合作学习积极性上有明显提高，学习动机也有提升。说明此次 PBL 教学对学生学习策略是有影响的，同时对学生学习动机产生积极影响。可以得出假设二——PBL 影响合作学习策略，对学生学习动机产生积极影响是成立的。

6.3 其他数据

从机械工程学院整体数据来看，大一到大四的学生学习动机都是呈现上升状态的（图1）。可以看出学生在大学四年中是相对更加配合老师，并且愿意学习的。合作学习从大一到大四整体是上升的，说明在大学四年学习过程中，学生越来越主动参与合作，并和同学沟通学习。从整个机械学院来看，男生的学习动机更强 72.2414，女生相对较低 69.1194，但是工业设计专业女生的学习动机明显很高，达到 83.0667，PBL 教学之后达到 84.9333。

7. 总结与讨论

经过为时一年的数据收集和实验对比研究，验证了合作学习策略对学生学习动机产生积极影响，PBL 教学模式影响学生合作学习策略，进而提升学生学习动机。

研究的出 PBL 教学方式有利于学生合作学习并有助于学习动机的提高，在课程中用 PBL 教学有非常重要的积极意义。在教学过程中，鼓励学生使用合作学习策略在实际教学操作中是比较容易实现的。面对目前的教学现状，结合研究结果，给出机械工程学院教师如下教学建议：

一、在课上在做设计项目时，要求学生整合不同管道 (例如老师上课讲授的内容，互联网以及口头讨论) 得到的资讯，比如师生、生生共建网络资源的形式建设资源库；

二、让学生自主尝试着从课本或指定阅读中得到的知识应用到课程中的项目里；

三、给予教学时间，让学生尝试着把知识解释给同学或朋友听；

四、在做设计项目时，建设小组，鼓励小组同学一起合作。

五、在做设计项目，给出充分时间让同班同学讨论修改项目和沟通相关知识。

六、课下，要求同学和同班同学沟通，交流想法。

七、教师明确目标，做好激励政策，规定项目时间，做好评价和任务安排。

这些具体的实践，可以通过老师计划和安排实现，应用 PBL 教学模式可以强化合作学习，达到提升学习动机的作用。

8. 研究不足

本文研究数据样本较少，且 415 名学生的数据中未排除信度不好的问卷，得出结论还不够严谨。对 20 级工业设计进行前测和后测，且数据较为客观，但是测验相对局限，未能反复验证，并且对 BPL 教学法的具体操作流程描述的不够详细，还需要进一步改善。

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创新意识驱动下的企业团队管理效能提升问题研究——以 TL 公司 H 事业部管理团队为例

A STUDY ON THE IMPROVEMENT OF ENTERPRISE TEAM MANAGEMENT EFFICIENCY DRIVEN BY INNOVATION CONSCIOUSNESS

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摘要：企业是经济增长的基本要素，创新意识驱动是企业可持续发展的动力之源，加快经济发展方式转变,企业是主体，因此社会越来越关注企业管理能力、企业高效发展等核心问题。本文重点剖析了全国某机械行业领军企业的发展组织情况，在广泛搜集相关资料和认真分析相关成果的基础上，采用访谈与现场调研结合的方式对 TL 公司组 H 事业部组织架构和管理现状进行调研，深度分析其内部经营与管理上诸如在管理效率、创新意识与协调缺乏等问题，并从服务意识、和谐集体、企业关爱文化等方面给予了一一的对策解决，以帮助企业在创新意识的引领下，充分发挥企业管理团队集体的智慧，使企业管理与运营能够更加优化与高效，以此形成了自己关于企业团队领导力建设的一般理论。

关键词： 创新意识，企业团队管理，积极领导力。

Abstract: Enterprises are the basic elements of economic growth. The driving force of innovation consciousness is the source of power for the sustainable development of enterprises. Accelerating the transformation of economic development mode and enterprises are the main body. Therefore, the society pays more and more attention to the core issues such as enterprise management ability and efficient development of enterprises. This paper focuses on the development and organization of a leading enterprise in the machinery industry in China. Based on the extensive collection of relevant data and careful analysis of relevant achievements, this paper investigates the organizational structure and management status of division h of TL company by means of interview and on-site investigation, deeply analyzes its internal operation and management, such as the lack of management efficiency, innovation consciousness and coordination, and from the aspects of service consciousness, harmonious collective The enterprise care culture and other aspects have given one-to-one countermeasures to help enterprises give full play to the collective wisdom of the enterprise management team under the guidance of innovation consciousness, so that the enterprise management and operation can be more optimized and efficient, so as to form their own general theory on the leadership construction of enterprise team.

Keyword: Innovation Awareness, Corporate Team Management, Active Leadership.

1. 引言

当今社会是一个创新意识驱动的社会，领导力在企业发展与转型过程中起着及其重要的战略意义，任何企业的目标与效益的达成都需要深化创新意识。在一个企业组织里，如果一个管理者缺乏符合企业发展的领导力思维，不具备具有企业特色的领导魅力与风格，不能够采取正确的方法激励鼓舞员工，锻造一支高效率的团队就无从下手，培育出一流企业就成为笑谈。管理者的领导思维对企业的发展与建设起着及其重要的作用，领导力既包括学习能力、组织能力、决策能力，同时还包含包括指导能力、执行能力和引导能力等，它是一系列行为的组合，这些行为能够激励团队以及企业目标的高效完成。

1.1 研究的起源

企业是经济增长的基本要素，加快经济发展方式转变,企业是主体，因此社会越来越关注企业管理能力、企业高效发展等核心问题，理论界也对其展开了研究，本文在广泛搜集相关资料和认真分析相关成果的基础上，重点剖析了全国某机械行业领军企业的发展组织情况，从而形成了基于作者本身的关于企业团队领导力建设的一般理论。本文以企业的管理团队执行力为研究内容，管理团队的员工都是团队目标的实际工作的一线工作者，企业团队目标能否完成最终受员工所影响，团队目标最终由管理团队领导力所实现。决定企业目标实现的关键因素是管理团队领导力，决定企业未来发展的关键因素是基层团队领导力，管理团队领导力在企业发展中发挥着至关重要的作用。没有过硬的管理团队，领导力就无从谈起，企业就没有打败对手的能力。企业想获得可持续的良性发展，最根本的是打造企业的强大的管理团队领导力。

1.2 关于企业团队的研究

企业团队同团队是个体与普遍的关系，前者是指在企业发展的大目标下，由企业中为

了实现某一具体目标而相互协作的若干个体的组成的正式群体。如根据企业发展的需要，部分大的集团公司在其内部组建了若干个核心管理单元（事业部）、每个核心管理单元下又设计若干中层管理团队、科技研发团队、生产经营团队、区域营销团队等多个团队（见图 1）。

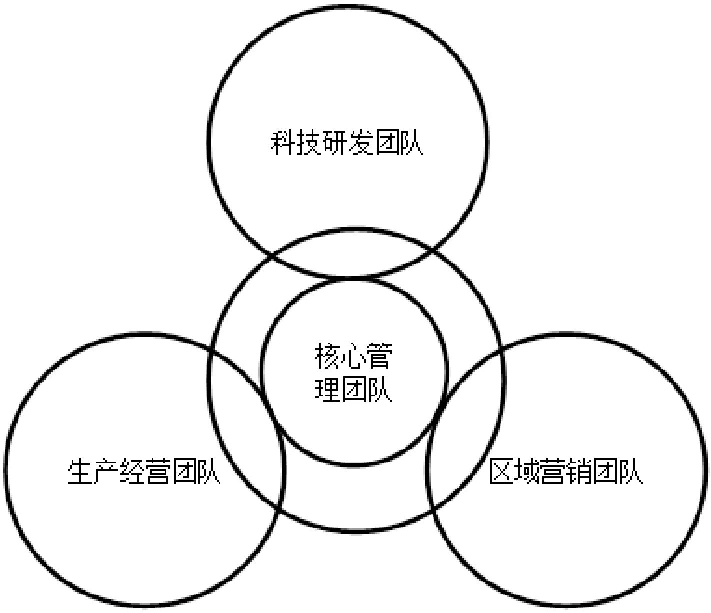

图 1：企业各团队关系图

2. 研究目的

TL 公司主要从事高新机械技术装备的研发制造，是业内首家 A+H 股上市公司，公司的组织机构由直属部门与各经营事业部组成，管理的总体思路是"点控线，线管面，线面打通，点面互联"；职能部门的管理原则是"目标管理、整合资源、服务协调、过程监控"；事业部的运行规则是"人、财、物、产、供、销、分配做到相对独立；本文研究目的从理论上丰富管理团队领导力相关理论，理论联系实际解决 TL 管理团队领导力面对的问题。运用实地调研法，了解 TL 公司管理团队执行力的现状，发现 TL 管理团队领导力存在的问题，分析并找出管理团队执行力存在问题的原因，找到适合 TL 公司管理团队执行力提升的对策。

3. 文献综述

3.1 领导力与团队建设的关系

朱光《领导力与团队》一书中进行的阐述:"领导力的强与弱，团队的优于劣，直接关系到企业组织能否战胜危难，取得成功，其中领导力起着更加关键性的作用，领导力是通过提升团队整体素质和能力来共同实现所追求的目标，具有能带领和有正确导向的能力"[1]；摩曼认

为团队重要要素是共同的团队目标，共同目标是群体乐于合作的基本前提，在工作目标作用下能发挥群体协调作用。团队目标指团队成员愿意共同奋斗的愿景，团队目标有助于凝聚团队的力量，激发团队每个成员的工作主动性，带动整个团队的协作效果的提高[2]；R.梅雷迪思•贝尔宾认为默契协作有助于打造高绩效的团队，团队成员能清楚明白其他人的职责分工，彼此间默契协作，发挥出团队协作优势[3]；刘宁武在其文章《领导力与团队建设》中，提到从团队的角度而言，共同愿景指的是团队内所有人有一个共同的向往，使团队内所有人心往一处想，力往一处使，同时在团队中互相学习，利用思想的可传递性和交流性，不同的思想交流能够使人们视野开阔且变得更加聪明，共同进步，实现共同愿景[4]。从以上论述可以看出，学者在你领导与团队建设的关系上认为领导力在团队建设中是导向性，好的导向能够促动企业团队的正向发展，反之则是负面性的，团队建设的主要指导是以组织目标的达成为最终核心任务的，而领导力正式将这一任务转化为具体的工作任务与步骤并通过领导者的意识灌输形成统一的行为法则与关系，并促使大家同向同行，来完成这一工作任务或目标。

3.2 关于团队领导力的研究

张国才在《团队建设与领导》中，把团队的核心要素界定为七个:人员、目标、互动、信任、合作、自愿、能力。也有学生把团队的构成要素概括为 5P，即目标(Purpose)、人(People)、团队的定位(Place)、权限(Power)和计划(Plan)[5]； 在刑三洲翻译的《打造优势团队——创建强有力团队的全套技巧》一书中，对团队的基本特征，国外研究者认为有四个，即有一个团队任务，有明确的工作范围，有控制自己工作进程的特定权利，在一个合理的期限内有稳定的成员过程，国内学者提出了八个一个清晰的目标，二是相互的信任，三是相关的技能，四是一致的承诺，五是良好的沟通，六是谈判的技巧，七是恰当的领导，八是内部和外部的支持[6]。从学者们的研究我们可以看到，团队领导力是一个企业或者组织科学的可持续发展的根本保证，它不仅仅是工作目标的达成，更会逐渐成为企业的一种文化符号，带动企业成为具有科学发展与高质量发展的最重要因素。

3.3 关于企业团队领导力提升的方法

毕航在其硕士论文《TY 公司领导力分析及提升路径研究》中提到:"目前国内存在的两种主流领导力提升的思路，一种是自下而上的领导力提升，另一种是自上而下的领导力提升。[7] 第一种自下而上的提升，是全院动员鼓励提升领导力，承担起领导者的角色及其责任，全面的领导力建设能够激发整个团队的创新力与活力，激发出最大的潜能，同时组织要设计适当的组织架构与发展计划，来适应团队的全面发展，为其成为领导提供机会；另一种自上而下的领

导力建设，认为领导力的开发应该更多地关注领导与管理层，更好的培养管理决策者，为组织的战略发展提供长远的人才支持，而基层员工等更侧重于执行力的建设，非领导力的培育提升。这两种思路从表面上看似乎是对立的，但在一定程度上反倒是相辅相成的，可以尝试着结合使用，一方面加强高层管理者的领导力建设，另一方面强化员工的自我潜力开发，以系统地提升公司整体管理能力与执行能力，实现长足的发展。通过文献可以看出，企业团队的领导力提升，不单一是团队内部的决策者在管理能力上的提升，更是要站在整个行业发展的大格局之上来提升团队的领导力。企业发展力的强弱是直接关系企业生存与发展的根本性问题。犹如人们对自己生命的关心一样，企业家和企业核心管理团队也对企业生命问题给予了极大的关注和重视。企业核心管理团队作为企业发展的引领者，首先要思考的、重点要研究的、长期要考量的关键问题，也就是如何使自己的企业获得科学发展、持续发展，保持强势发展力。蓄势跨越的发展力是企业团队领导力的重要构成要素，也是企业团队领导力在实践中的具体体现。要提升企业团队领导力，就必须倾力打造蓄势跨越的发展力。为此，要发挥优势、打造品牌，多元经营、拓展空间，合作竞争、集群发展。

4. 研究方法

4.1 文献研究法

研究首先采用的是文献研究法对创新意识、创新性人才、企业团队、企业团队管理、领导力理论、激励理论、团队创造力的相关研究进行系统性地梳理和评述，寻找现有研究的边界和可能的理论与实践可能的发展方向，为展开后续研究和建立理论模型奠定相关基础。

4.2 实地调查法

本文在湖南省长沙市、益阳市、常德市共选取多家企业进行多案例研究，并根据所获得的资料提炼出企业团队在管理中影响管理效能的有关问题并针对性的提出解决路径，梳理出领导力、团队管理、创新发展意识、可持续管理水平等概念间关系，构建理论模型。

4.3 访谈法

通过实地对相关负责人、部门管理经理、主任等管理核心成员的实地访谈，深度挖掘他们在企业管理与企业经营方面的有关思路，已经对提高管理效能方面的看法和意见，集中将这些意见收集整合，并通过分析来提出相关合理化的策略。

5. 相关的概念与理论界定

5.1 创新意识

创新意识是指人们根据社会和个体生活发展的需要，引起创造前所未有的事物或观念的动机，并在创造活动中表现出的意向、愿望和设想。它是现代职业管理者必备的基本素质，是企业管理人员在日常管理与决策过程中的一种积极的、富有成果性的表现形式，是人们进行创造活动的出发点和内在动力。创新意识具有的特性有: (1) 形式新颖。创新意识或是达到新的社会需求，或是用区别于以往方式更好的地满足现有的社会需求，创新意识的形式上产生了变化。 (2) 社会传统意识。创新意识的出发点是满足需求，而这种需要很大程度上受具体的社会历史条件制约，所以创新意识往往会受到传统意识的影响。 (3) 个体的差异变化。人的价值观、兴趣取向、文化认同都会与他们的社会地位变化而变化，而这些变化使人产生了个体的差异，它们对创新起重大推进作用。而这些方面，每个人都会有所不同，因此对于创新意识既要考察社会背景，又要考察其文化素养和志趣动机。

5.2 创新型人才

创新型人才指能够具备一定的独创能力。表现出具有灵活的对外界事物的感知能力与应变能力，对发生事务能够保持一定的探究能力且精力充沛、具有一定冒险精神的特征的人才。这些人才往往具体有以下几个特征: (1) 具有较强的学习渴求与欲望； (2) 具备一定的自我分析与解决问题的能力； (3) 具备一定的专业基础知识与专业水平与素养； (4) 为人的德行良好，能够具有顺畅的人际交往能力； (5) 身心素养良好，适应工作的能力较强。创新型人才是人类优秀文化遗产的继承者、最新科学成果的创造者和传播者、未来科学人才的培育者。

5.3 企业团队组织

团队是指一种为了实现某一目标而组成的相互合作以目标达成为最终结果的人员组织或集合，团队，不是一群人的机械组合，它是具有相互协调合作沟通的人员整体，在团队成员之中既有分工也有合作，团队成员之间的相互配合又相互独立同时也相互影响，最终以完成集体目标为最终导向，团队成员个人贡献的总和追求集体的成功，体现出 1+1>2 的最终结果。

5.4 领导力理论

领导力 (Leadership) 指在管辖的范围内充分地利用人力和客观条件在以最小的成本办成所需的事提高整个团体的办事效率的能力。通过综合文献中对领导力的概念表达并基于本研究，

认为领导力是领导者基于清晰的价值观观念，带领被领导者群体为实现某一共同目标而协同努力进行互动影响的过程，在此过程中涉及到领导者个体特质及领导能力也涉及到领导者与被领导者在具体任务情境中的互动影响过程和具体行为实践，因此领导力是一个综合系统的概念，并非单指领导者的能力。

5.5 激励理论

在经济发展的过程中，劳动分工与交易的出现带来了激励问题。20 世纪 20-30 年代，管理学中的激励理论从心理学、行为学和社会学角度入手，形成了相对完善的理论体系。现代激励理论基础包括：内容激励理论（需要层次理论你、成就动机理论、双因素理论）、过程型激励理论（期望理论、公平里理论）；行为改造型激励理论（强化理论、挫折理论）；综合型激励理论。早期的激励理论研究是对于"需要"的研究，回答了以什么为基础、或根据什么才能激发调动起工作积极性的问题，最具代表性的马斯洛需要层次论就提出人类的需要是有等级层次的，从最低级的需要逐级向最高级的需要发展。需要按其重要性依次排列为:生理需要、安全需要、社会需要、尊重需要和自我实现需要。并且提出当某一级的需要获得满足以后，这种需要便中止了它的激励作用。

6. TL 公司 H 事业部管理团队的现状分析

6.1 TL 公司情况的总体概述

TL 公司作为国内大型机械企业，其一直遵循市场规律，以创新技术与产品研发作为企业生命线，其前身为国内—机械研究院是国内集建设机械科研、开发和行业技术归口于一体的应用型研究院。发展至今，研究院以脱胎换骨彻底融入企业发展之中，不仅成为科技创新与开发的主体，更以技术创新推动产品研发，驱动企业转型升级，同时还传承了国有科研院所的使命和责任，对行业前瞻性、基础性的技术难题进行重点攻关，引领、带动中国工程机械行业的振兴。

6.2 TL 公司 H 事业部基本情况

TL 公司，采取的扁平化的管理体系，总部下设 20 个事业部，本文研究所讲的 H 事业部为 TL 公司事业部之一。H 事业部现有人员 2000 人。事业部主要人员情况为: (1) 年龄分布: 以 26-50 岁为主； (2) 司龄分布: 以 5 年以下、10 年以上为主； (3) 岗位分布: 以生产人员、技术人员和管理人员为主。(详见图 2、图 3)

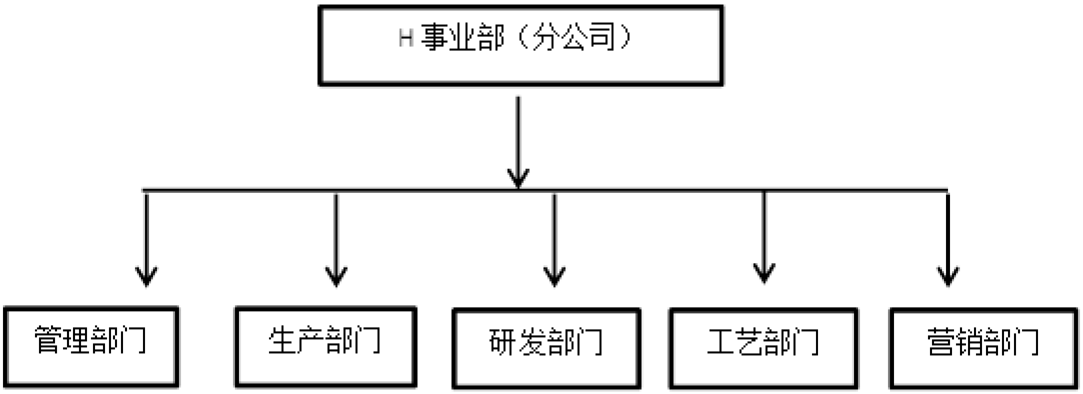

图 2: H 事业部组织架构图

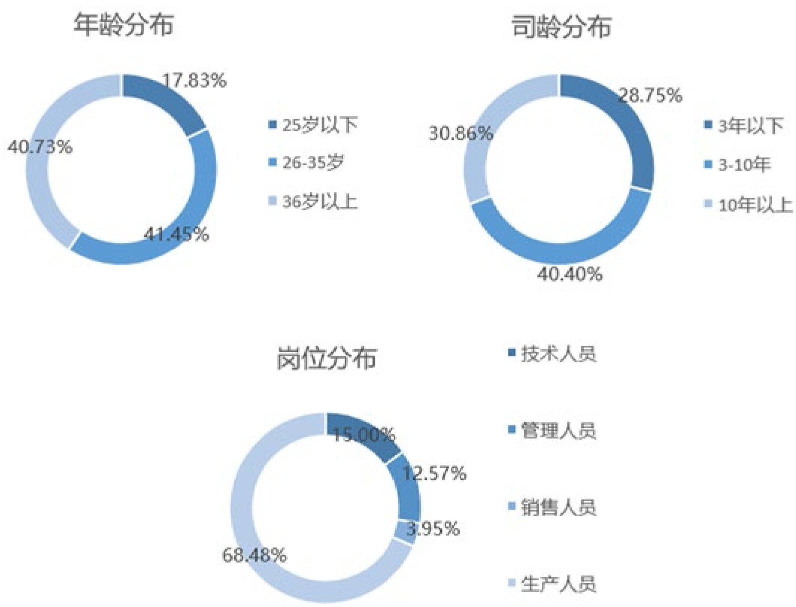

图 3 : H 事业部人员情况分布表

6.3 TL 公司 H 事业部管理团队领导力评价与问题分析

H 事业部核心管理团队中高层比例、平均年龄来看，H 事业部是 TL 公司一个偏年轻化的事业部，管理团队素质属于中上水平，管理范围多为生产人员；公司具有比较成熟的管理者和管理模式，具有一定的管理、经营的能力。

在进行过对 H 事业部组织架构的了解后，作者对该事业部中高层的管理团队进行了为期一个月的实地观察与综合访谈，发现 H 事业部管理团队存在如下问题：

6.3.1 管理者的领导力有待进一步加强

企业管理者的领导力往往直接体现为执行力，如果执行力不强，遇挑战易退缩不积极

想办法，遇事易推诿，就会直接表现为企业的管理疲软，导致企业在任务导向上趋于执行疲软的状态。建设超强执行力是企业管理持续不懈的追求。

6.3.2 管理团队缺乏高效的管理理念

6.3.2.1 优质高效的管理执行力是一个单位或者部门能够较好的完成组织目标，收获较好利益回报的前提，但实际过程中，管理团队因为在管理视域上的自限性，往往会产生仅看重或制定明确的短期、自身有限范围目标，很难形成合力完成主要目标。著名经济学家吴敬琏指出：“中小企业要制定科学的企业发展长期战略，以使企业全体成员明确方向，形成合力。”

6.3.2.2 事业部的管理目标与管理团队的个人目标没有契合起来，形成有效合力。调研中可以发现，在事业部发展过程中，员工看重个人目标、本部门目标，跨部门或跨经营单元缺乏有效的合作意识，在各个子单元中，还存在极少数员工因为是老的体制下的人员所行成的“躺平思维”，这样的思维对于有限人力资源的更加显得掣肘。在缺少团队目标和个人目标的共鸣，表面上团队和员工表面上亦步亦趋，团队协同管理在执行层面缺乏力度。

7. TL 公司管理团队领导力提升策略分析

7.1 培养有高瞻远瞩的团队领导

总部的适度放权，是对基层管理团队的信任，更能激活基层管理团队的管理活力，达到充分的管理效能的释放。这样更能激发事业部层次管理团队人员的工作动力，此外，具有一定领导力的管理者不仅仅需要有一定的管理能力，还应具有前瞻思维与创新意识，总部可以通过管理者学院进行有针对性的创新意识培训，打造一个有创新意识的团队领导形象。团队领导高瞻远瞩的决策力在企业团队领导力的构成要素中，是核心之力、根本之力。企业核心管理团队只有拥有高瞻远瞩的决策力，才能够作出正确的战略决策和战术决策，才能够正确把握企业的发展方向，提升企业的价值，使企业获得持续竞争力。在社会主义市场经济条件下，企业面临的内外部环境多变，企业组织之间的关系越来越复杂，影响决策的因素也越来越多，因此，决策成功与否就显得十分重要。为了实现决策的科学化，团队领导应当主动培养自身具有高瞻远瞩的决策能力，要充分认识到决策主体必须遵循科学决策程序，运用科学方法，发挥智囊人员的作用，不断提高科学决策水平。

7.2 打造有战斗力的和谐集体

一个具有战斗力的管理集体，是一个企业目标高效达成的保证，如何打造有战斗力的和谐集体，我们可以采取以下措施：

7.2.1 敬畏职责，敬畏规章

采取专场培训、警示教育、宣传造势等举措，开展“知敬畏、守底线”系列活动，严标准、严要求、严考核，促全员自知、自戒、自律、自守。通过这样的培训，一方面宣传贯彻了企业文化同时也是一场企业管理者对企业成员底线与道德共同学习，在共同制度的约束下，企业的管理产能更加顺畅，企业的展才能向着规范化、现代化的管理目标前进。

7.2.2 自主承诺，主动触发

清晰职责、明确标准，制订专项方案，激励引导团队从“被动指令式” 转变为“自主承诺式”，实现全员主动触发执行、自主提升效率。自我管理，是一个企业对员工应有的要求，也是企业成员作为管理个体的基本要求，H 事业部采用自主成承诺、主动触发的机制，一方面加强了管理者的个体管理自觉，另一方面，也减轻了上下管理层级在管理幅度，同时提升了员工自我管理意识的觉醒，通过自我目标管理的导向，能更好的开展管理工作，并通过协作的方式提升管理效能。

7.2.3 精准督办，高效执行

贴合业务精准督办违纪、效能案件；坚持“周点检、月通报”机制，持续营造“日清日结”高效工作氛围；倡导“终身学习”，引导全员提升技能快速成长，建学习型组织。监督管理不仅仅是监督部门的责任，更是管理团队的责任，这里的督办更应该是全员、全过程和全方位的，只有通过高度和精神的督办，方能提升管理效能，使的关键绩效能够高质量、高效率的达成。

7.3 创建管理服务的文明“窗口”

管理团队的各类政策是执行除了高效完成企业目标之外，还应该树立有温度、有关爱的管理团队形象，可采取一下措施。人是企业的最重要的资源，只有人与人的和谐相处，才能支撑起企业的和谐发展，只有拥有一支和谐的对企业绝对忠诚的队伍，企业才能在发展中攻无不克、战无不胜。管理服务，最重要是窗口效应，所谓“窗口”即通过沟通形成高效达成的愿景。沟通，对提高员工对企业的忠诚度具有重要的意义。通过沟通，企业核心管理团队成员可以了解员工的业绩，强化员工的积极行为；通过沟通，企业核心管理团队成员可以了解员工的目标完成状况，激励员工向组织目标前进。此外，对于企业员工来讲，工作群体是表达挫折感和满足感的主要社交场所，沟通提供了一种释放情感的情绪表达机制，满足了员工的社交需要。良好的沟通环境，还可以起到员工知识共享，信息交流互补的作用。员工在沟通中可以彼此学习，互相提高。因此，企业要建立立体的沟通渠道和网络，创造和谐的人际环境，畅通信息，凝聚人心。

7.3.1 特色关爱，贴心关怀

“员工关怀”根据群体需要特色开展，提高员工幸福指数，实现“快乐工作、健康生活。企业传统的“三维”沟通，即企业领导与员工之间、企业部门之间、员工之间的沟通。“三维”沟通，搭建了良好的平台，消除企业领导与员工之间、企业部门之间、员工之间的隔阂。只有打通了这扇无形墙，方能实现高效管理的可能。

7.3.2 文化可视，深入人心

规划宣传布点“作战地图”，打造“创新文化、质量文化、安全文化”的文化可视阵地。文化熏陶，顾名思义，就是“文化的力量”。它是指文化以其看不见的力量在国家、民族和经济体中所起的潜移默化作用。对企业而言，文化力更是企业得以发展的巨大隐形动力。经过长期积累的企业文化，通过可视化的文化信息传递，应是企业核心管理团队高度重视量地、充分地积蓄企业文化资源，精心打造并巧于运用企业不可复制的文化的能力和效力。它是企业团队领导力的基础。为此，企业核心管理团队要系统打造企业文化提升企业厚积薄发的文化力；培育理念、打造品牌、优化服务，提升企业厚积薄发的文化力；利用文化特有性，动态性，多样性，提升企业厚积薄发的文化力。

7.3.3 人心所向，风采绽放

开展 “重拾一股劲、共担一份责”主题活动营造“争当第一”的比学赶超氛围。

通过这样的活动，凝聚人心，展示企业良好风采。一个企业就好比是一个人，团队就是大脑，员工就是血和肉，人心所向的凝聚力就是人的精气神，一种顽强拼搏、勇于奋斗的精神斗志。一个人如果连这种精气神都没有，可能他的生命也就走到尽头了；而一个企业如果没有了这种企业精气神那么肯定是一片颓然，离消亡就不远了。

在个人危机时刻，能够支持人们继续生存下去的就是人的意志和精神。人心所向的凝聚力也是支持一个企业得以生存、发展、壮大的精气神。这种凝聚力是企业核心管理团队运转自如的纽带，它能把员工的心紧紧地连在一起，使员工尽最大努力发挥各种力量，为企业创造财富，实现企业的科学发展。人心所向的凝聚力是企业核心管理团队追求的目标。从实践来看，为什么有的企业兴旺发达，而有的企业却每况愈下呢？一个重要原因就是与群体凝聚力强弱有关，而群体凝聚力的强弱又决定于企业核心管理团队的凝聚力。企业通过潜移默化的凝聚力培训，不断增强其个体的向心力，通过责任意识、主人意识的培育，辅以优渥的福利待遇与人性化的管理制度，人心所向，企业一定是可持续并且能够在激烈竞争竞争中大放异彩的。

8. 结论与展望

本文通过对企业基层团队领导力提升这一核心概念理论研究，结合 TL 公司 H 事业部的实际情况，构建了基于一个从领导、团队、公司层面的从内向外的领导力体系，通过对 H 事业

部的内部情况进行分析，探究其管理层团队执行力受关键因素的影响仍有很大的提升空间，H事业部要获得领导力的进一步提升，在团队领导、团队组织目标达成、有效沟通三个个方面要重点考虑。最终通过培养具有创新意识的团队领导、完善管理者晋升机制、行程高效达成的管理团队等对策，实现企业基层管理团队领导力的提升。企业的发展壮大与高效管理，绝不是一招一些的事情，作为管理者或管理团队，其创新意识的驱动是我们永远需要探索且不断发展变化的命题。

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