

RESEARCH ON THE FACTORS INFLUENCING ONLINE CONSUMPTION BEHAVIOR OF RESIDENTS IN QINGDAO, CHINA

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Abstract: With the rising of information technology, the rapid expansion of the online retail market, and the speedy popularity of online shopping options. As a new business model, online retailing is restructuring people's consumption behavior, while influencing urban retail commerce and even the whole urban economy. Research on the characteristics and influencing factors of online consumption behavior will help the long-term development of electronic commerce. This study takes the online consumption behaviors of Qingdao residents as the research content. Data are collected through questionnaires, and multiple linear regression analysis of factors influencing the online consumption behavior of Qingdao residents is conducted by SPSS to initially analyze the general characteristics of residents' online consumption behavior, and investigate the differences in the characteristics of residents' online consumption behavior. Then, the effects of elements such as basic personal situations, easy-to-use, and usefulness of online consumption behaviors are analyzed. Finally, online shopping behaviors are further discussed. The influencing factors and coping strategies of online consumption behavior. The results show that the basic personal attributes of Qingdao residents, such as gender and age, do not have significant effects on residents' online consumption behavior. Income level and education level have a significant positive influence on residents' online consumption behavior. The ease of use of online shopping has a significant positive influence on residents' online consumption behavior. The usefulness of online shopping has a significant positive effect on residents' online consumption behavior. Finally, we summarize the findings of the study and conclude the characteristics and influencing factors of the online shopping behavior of Qingdao residents and propose corresponding countermeasures.

Keywords: Online Consumption Behavior, Consumption Characteristics, Influencing Factors, Qingdao

Introduction

Research Background

With the rapid development of Internet technology, online retailing has developed into an emerging retail business model and is gradually becoming a new economic growth point. Although

online shopping began in the United States, China's online retail development has surpassed that of the United States, ranking first in the world. With the development of mobile payment and modern logistics, people are shifting their consumption from "offline" to "online". Online shopping has gradually become popular and pervasive in the daily life of residents. Online shopping saves time, transportation, and energy costs to the greatest extent, improves the efficiency of the entire shopping process, and enables consumers to extend their daily life and consumption space (Han & Tan, 2020). The diversified, fragmented, and fast consumption method brings consumers a new consumption experience, leading them to find their belonging and identity in the virtual space, and influencing their actual lives. Online shopping may exist as a supplement and derivative of physical shopping. On the one hand, in the process of competing with virtual electronic commerce, urban physical commerce promotes the renewal and transformation of its commercial business mix, optimizes the spatial structure of urban commerce, further accelerates its scale effect, and thus develops (Hua & Chiu, 2022). On the other hand, the explosive development of the logistics industry brought about by online consumption has led to the continuous extension and expansion of logistics space, a process that has a certain impact on urban commercial space.

Qingdao is a famous seaside city in China. In recent years, online shopping has developed rapidly, and online shopping has become an essential part of Qingdao residents' daily life. In 2022, the scale of online retail sales in Qingdao reached 214.48 billion yuan, up 22.5% year-on-year, with growth rates of 0.7 and 18.3 percentage points higher than China's average crystal (Varela et al., 2022), and the total volume ranked first in Shandong Province. The expanding scale of online consumption by Qingdao residents is accompanied by various problems. The increase in online consumption behavior has a huge impact on urban commercial entities, and online consumption complaints are increasing, etc. Therefore, it is important to study the influencing factors of Qingdao residents' online consumption behavior for regional economic development, to improve residents' consumption experience and to realize the long-term development of e-commerce.

Research Problems

With the rapid development of information technology, it makes online retailing lead a new round of consumption revolution. And the interaction between the consumption behavior in virtual space and the physical retail commercial space in the city needs to be studied in depth. Starting from a survey on the online consumption behavior of Qingdao citizens, this paper studies the general characteristics of residents' online shopping behavior and the factors affecting online consumption behavior, and finally analyzes the impact of online shopping behavior on residents' physical shopping behavior and urban commercial organization and proposes corresponding strategies. Therefore, with the increasing prevalence of online consumption, the study of the online shopping consumption environment, behavioral characteristics of physical shopping influence mechanism and influence factors, and other issues can help grasp the future development direction of the urban retail industry and

urban change trend in the information age, which is of important practical significance for the development of cities. Therefore, the main research question of this paper is what are the influencing factors of online consumption by urban residents?

Research Significance

Studying the influencing factors of online consumption behavior of Qingdao residents in China has important practical and academic significance and has a positive impact and promotion effect on enterprises, government, consumers, and academia.

Studying the influencing factors of the online consumption behavior of Qingdao residents can help enterprises and market practitioners understand consumers' needs and behavior patterns. By gaining a deeper understanding of consumers' preferences, purchase motives, and shopping behaviors, companies can better develop market strategies, product positioning, and promotional activities, improve market insights and enhance competitiveness (Hamari et al., 2016). By studying the factors influencing consumers' online consumption behavior, we can reveal the problems and challenges consumers face in the process of online consumption, such as information asymmetry and false propaganda, provide relevant education and training for consumers, improve consumers' online literacy and consumption ability, and promote consumer protection and the realization of consumer rights.

Studying the influencing factors of the online consumption behavior of Qingdao residents can provide academics with research results about Internet consumption behavior and e-commerce. These research results can enrich consumer behavior theories, expand academic research fields, and provide references for further research in related fields. Understanding consumers' online consumption behavior and influencing factors can provide a basis for decision-making by the government and related institutions (Pavlou et al., 2007). Based on the research results, the government can formulate relevant policies and regulatory measures to promote the development of the Internet economy, protect consumers' rights and interests, and promote the healthy development of e-commerce.

Research Objectives

The level of e-commerce development is related to the economic development of cities, the income level of residents, and the size of cities, so the characteristics of e-commerce development and residents' online shopping behaviors vary greatly from city to city. Therefore, this study will collect data and analyze the influencing factors of urban residents' online consumption using a questionnaire. Ultimately, the consumption level and consumption satisfaction of consumers will be improved to achieve the sustainable development of the e-commerce industry.

1. To explore what factors influence the online consumption behavior of Qingdao residents?
2. To propose countermeasures for the development of the city's commercial entities organization.
3. To propose suggestions for the healthy development of the e-commerce business industry.

Literatures Review

Theory of Consumption Behavior

Consumption refers to the use of goods and various services by people in the process of satisfying their needs, while consumption behavior refers to the specific practices exhibited by consumers in this process. Consumption behavior can be specifically divided into three stages, the information-gathering stage before acquiring the desired goods or services, the purchase stage, and the use stage after acquiring the goods. Consumer behavior has been studied independently since the 1960s and has gradually become a very active research field in the West (Taherdoost, 2018). Broadly speaking, consumer behavior studies analyze human consumption behavior from the perspective of environmental resources. In general, consumers choose to buy products online because of the greater utility of online shopping than other purchasing methods. Later on, some scholars put forward the income determination theory system, including the absolute income hypothesis, relative income hypothesis, and persistent income hypothesis, which mainly study the quantitative relationship between consumption and income. And the narrow sense of consumer behavior is to analyze consumer behavior from the perspective of marketing. Scholars mostly study and explain the characteristics and influencing factors of consumer behavior based on theories such as the Theory of Rational Behavior (TRA) (McAllister, 1990), Theory of Planned Behavior (TPB) (Ajzen, 1991), and Technology Acceptance Model (TAM), to guide enterprises and businesses in formulating marketing strategies. The study of online consumer behavior is based on consumer behavior theory on the process of residents' online transaction activities (Taherdoost, 2018). With the arrival of the Internet, Internet consumption with information technology as the core has gradually emerged. As a form of consumption, online consumption presents many new features at the behavioral level: the combination of consumption and production, unmediated, incremental utility, borderless consumption, etc.

The Concept of Online Consumption

For the definition of the concept of online consumption, first of all, it is necessary to understand the connotation of e-commerce. E-commerce in a broad sense is from the perspective of overall business operation, mainly referring to the commodity trading process including production, product testing, advertising, trading, and the overall business electronically. E-commerce in a narrow sense refers to the use of the Internet and other tools in the global scope of commodity trading activities, that is, the process of commodity trading electronically. There are three main models of e-commerce (Chan et al., 1999), the first is business-to-business (B2B); the second is business-to-consumer (B2C); and the third is consumer-to-consumer e-commerce (C2C). For consumers, conducting commerce directly with businesses and merchants greatly improves transaction efficiency and saves valuable time. Online consumption or online retailing is also referred to as electronic commerce. Online consumption can be simply defined as the retrieval or purchase of consumer goods and services via the Internet (Chan et al., 1999). This study considers that consumers can be defined as online consumer behavior as long as they

use the Internet in the process of information collection, purchase, and payment that they experience during their consumer activities.

Research on Factors Influencing Online Consumption Behavior

Many scholars have studied online consumption behavior, and different scholars have studied online consumption behavior from different perspectives. These include spatial perspective, consumer perspective, and commodity perspective.

Related research based on spatial perspective.

Cohen & Levinthal (2018) investigated the effect of store accessibility on residents' online shopping behavior by investigating the residents who lived at different distances from bookstores and clothing stores in metropolitan areas in the United States (Cohen & Levinthal, 2018). The study found that the popularity of online shopping tended to be higher in urban centers than in peripheral areas. The scholars used multiple linear regression models to study the influence of residents living in different urban spaces on online shopping behavior, and the results showed that online shopping showed some spatial differences among residents in different spaces (Dingemans et al., 2004). Although there are obvious differences in the results of many studies, it is undeniable that spatial factors affect residents' online consumption behavior.

Related research based on the consumer perspective.

Hennig et al. (2004) pointed out that in the virtual online shopping environment, people's shopping motivation contains both utilitarian and hedonic components. For online consumption and traditional consumption, the importance of utilitarian and hedonic psychology is different (Hennig et al., 2004). Consumers' perceived risk characteristics have a significant impact on online purchase decisions. Many scholars believe that perceived risk is one of the very important reasons that influence consumers' online shopping engagement. Some scholars in a research study on online shoppers' behavior using online transactions point out that the lower the online users perceive low security in online transactions, the lower their tendency in transactions will be (Mallapragada et al., 2016).

Related research based on the perspective of commodity characteristics.

In terms of commodity category factors, Fu et al. (2020) argue that intangible, low-cost, frequently purchased, and highly differentiated products are more likely to be purchased online. Rehman et al. (2019) study shows that consumers are significantly more willing to purchase intangible products (e.g., tickets) than tangible products (e.g., furniture or clothes) (Rehman et al., 2019). The fact that each product category has its corresponding attributes and that there are differences in consumers' assessment of the attributes of goods suggests that consumers' online shopping behavior changes with the category of goods (Fu et al., 2020).

Methodology

This study adopts a quantitative research method. The quantitative research uses a questionnaire

and SPSS to analyze the reliability and validity of the questionnaire, and multiple regression analysis is used to determine the influencing factors of Qingdao residents' online consumption behavior after determining that the reliability and validity meet the standards. This paper selects a suitable and mature scale as a reference to provide a certain basis for the questionnaire design. In this study, the questionnaire is divided into two parts, one is about the basic information of the survey sample, including the gender, age, monthly income, and education level of the respondents, and the second part is about the basic survey dimensions of the research hypothesis. The questionnaire for this study was based on a seven-level Likert scale.

This paper takes Qingdao residents as the research population. The target population must meet the requirements of consumers who have lived in Qingdao for at least three years and have experience in online shopping and online consumption. The survey included personal information, online consumption, economic attributes, and the ease of use and usefulness of online shopping. During the survey, 650 questionnaires were distributed, 648 questionnaires were collected, 621 questionnaires were valid, and the effective rate was 95.5%.

This study combs through the relevant research literature and combines consumer behavior theories to argue that among the research on the factors influencing online consumer behavior, crowd attributes are the most studied and ambiguous factors. Crowds with different attributes have different consumption habits, consumption preferences, etc. At the same time, residents have more convenient and sustained access to online consumption, which will increase their probability of accepting various online advertising campaigns and at the same time increase their acceptance of online consumption. On the other hand, economic factors directly reflect residents' living standards, which has a significant impact on consumer behavior. Therefore, this paper puts forward the following hypotheses:

H1: The basic personal attributes such as gender and age of Qingdao residents have a significant positive influence on residents' online consumption behavior.

H2: The income level and education level of Qingdao residents have a significant positive influence on their online consumption behavior.

H3: The ease of use of online shopping has a significant positive influence on residents' online consumption behavior.

H4: The usefulness of online shopping has a significant positive influence on residents' online consumption behavior.

Results

1. Reliability Analysis

The reliability of a questionnaire refers to the degree of reliability and trustworthiness of the questionnaire. Before data analysis of the questionnaire, the reliability tests the questionnaire is an important method to ensure high-quality survey data. The reliability test is an important test to examine

the reliability, stability, and consistency of the test variables of the questionnaire, and the Alpha coefficient is usually used to measure questionnaire reliability. The reliability test was conducted on the scale, and the Alpha coefficient of Cronbach was 0.864, which is greater than 0.8, indicating that the scale has high stability and consistency.

2. Validity Analysis

The KMO test and Bartlett's spherical test were used to measure the validity of the questionnaire data. the KMO value was 0.934 and the significance was 0.000, which was less than 0.05 and reached a significant level, indicating that factor analysis could be conducted. The results of factor analysis showed that the cumulative interpretation rate was 62.309%, and the rotated component matrix was divided into four dimensions, each of which was independent. It indicates that the overall validity of the questionnaire is good.

3. Multiple Regression

The results of the multiple regression analysis were used and are shown in Table 3. The regression equation was significant, $F=24.885$, $p<0.001$. the Durbin-Watson test value was 1.874, between 1.8 and 2.2. the data were independent and compounded the linear regression requirement. In the covariance diagnosis results, VIF is close to 1, which meets the requirements, indicating that there is no covariance in the data. There is no correlation between the online consumption behavior of Qingdao residents and their age and gender, $p>0.05$, which is not significant. Income level ($\beta=0.045$, $P<0.05$) and education level ($\beta=0.076$, $P<0.05$) positively affect the online consumption behavior of residents. Ease of online shopping ($\beta=0.358$, $p<0.05$) and usefulness ($\beta=0.139$, $p<0.05$) significantly and positively affect residents' online consumption behavior. The variables together explain 55.3% of the proportion of residents' online consumption behavior, which is in line with the requirement.

Table 1: Multiple Regression

Item	B	Beta	t	Sig.	VIF	F	Durbin-Watson
C	2.229	-	7.309	0		24.885***	1.874
GEN	-0.048	-0.024	-0.664	0.507	1.002		
INC	0.045	0.082	2.271	0.023	1.003		
AGE	-0.041	-0.047	-1.204	0.229	1.154		
EDU	0.076	0.106	2.728	0.007	1.157		
EU	0.358	0.369	9.518	0.000	1.149		
UF	0.139	0.109	2.797	0.005	1.149		
R Square	0.564						
Adjusted R Square	0.553						

NOTE: * $P<0.05$, ** $P<0.01$, *** $P<0.001$.

According to the results of the analysis, we can obtain the multiple regression formula for the factors influencing the online consumption behavior of Qingdao residents:

$$ICB=2.229+0.045 \text{ INC}+0.076 \text{ EDU} +0.358 \text{ EU}+0.139 \text{ UF}$$

Discussion

Therefore, gender, age and other basic personal attributes of Qingdao residents do not have a significant effect on residents' online consumption behavior, and H1 is not valid. Income level and education level have a significant positive effect on residents' online consumption behavior, and H2 holds. The ease of use of online shopping has a significant positive effect on residents' online consumption behavior, and H3 holds. The usefulness of online shopping has a significant positive influence on residents' online consumption behavior, and H4 holds. From the analysis, it can be learned that household income level and residents' education level are important influencing factors in the online consumption behavior of Qingdao residents. The influence of age and gender on online consumption behavior is not significant. The ease of use and usefulness of online shopping has a significant influence on the online consumption behavior of Qingdao residents. Household income level is directly related to residents' consumption level, when residents' income is high, consumption ability is enhanced, and consumption level decreases with low income. With the development of mobile internet, the convenience of residents' internet use increases, which enhances the possibility of consumers' online consumption. Meanwhile, the high efficiency and price transparency of online shopping enhance consumers' willingness to consume, and consumers shift their consumption behavior from offline to online.

Conclusions

With the continuous development of information technology, online shopping has led to a new round of consumer revolution, while breaking the geographical boundaries of traditional urban commercial space and overturning the laws of traditional urban commercial layout. Therefore, studying the impact of online shopping on traditional shopping behavior can help clarify the mechanism of the role of online shopping, while contributing to the healthy and sustainable development of electronic commerce.

Traditional retail enterprises expand their online retail business and take advantage of the advanced information technology of e-tailing to provide consumers with product information and services through the Internet platform. At the same time, enterprises use the resources of traditional retail businesses such as location and channels to deliver goods to consumers or the nearest physical stores according to consumers' needs, enhancing the sense of consumer experience. Through the network information to shorten the distance between time and space, and to maximize the use of the advantages of all parties, greatly reducing the space expansion may bring business risks.

The combination of online e-commerce enterprises and physical stores makes up for their product experience and after-sales service problems. This type of business generally still focuses on online retail and expands the market through the development of physical stores. For example, Jingdong Mall, etc. Such e-commerce enterprises usually combine with community businesses, which are closely

connected with consumers, to realize the sinking of sales channels and provide consumers with online goods and offline service guarantees.

The current consumption pattern has changed from the traditional single-purpose consumption mode to a multi-purpose and diversified consumption mode. To respond to the development trend of consumption, traditional brick-and-mortar businesses can play to their strengths by adjusting the organizational structure of commercial formats, emphasizing the experience services that cannot be provided by online consumption, and improving the integration and diversification of commercial formats to stimulate consumers' shopping needs, thus forming a competitive model that is differentiated from online shopping. At the level of commercial business organization optimization, we should consider the compound development between different business types, improve the diversity and compatibility of business types, and make the combination form and structure of commercial business always in a reasonable state of dynamic development, to adapt to the needs of consumers and the market.

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RESEARCH ON INTERNAL CONTROL OPTIMIZATION OF PICC PROPERTY INSURANCE COMPANY

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Abstract: This paper studies on PICC Property Insurance Company. first, The relevant concepts and evaluation methods of internal control are detailed, Provide the theoretical basis for the subsequent research in this paper; next, From the analysis of the internal control level of the five elements of internal control, Combined with COSO framework, the internal control evaluation index of PICC is constructed; then, Issue the internal control evaluation index scoring table to professionals by means of questionnaire, Based on the data obtained with the feedback from the questionnaire, Construct a grey evaluation model, Comprehensively evaluate and score the actual situation of the internal control of PICC Property Insurance Company, Then, through the evaluation results, Find out the specific problems existing in the current internal control; last, Targeted optimization measures are proposed for the deficiency of its internal control. With the grey evaluation method as the core, this paper deeply analyzes the actual situation of the internal control of PICC. The analysis results show that the internal control is relatively well developed, and the internal control system is relatively perfect. However, it is still necessary to strengthen the construction of the supervision system and information transmission mechanism of internal control and increase the risk early warning mechanism in the risk prevention and control of internal control. To achieve pre-supervision and in-process supervision, and finally form a closed-loop internal control supervision system.

Keywords: Internal Control, Gray Evaluation, Expert Survey, Insurance Company

Introduction

With the development of economic globalization, China's economy has entered a period of rapid growth. The changing market environment has brought both opportunities and new challenges to various industries. Competition among various industries is constantly intensifying, especially in the financial industry. As one of the financial industry, insurance companies are facing more and more complex risks under the huge pressure of industry competition. In recent years, with the economic reform, the insurance industry has been gradually allowed by the state to enter the market, and the number of insurance companies has increased greatly. However, in the initial stage, all insurance

companies only consider seizing the existing market share and occupy the favorable resources of the market, thus ignoring their own management and construction, resulting in weak risk control ability, low customer service level, and even infringement of the rights and interests of consumers from time to time. In order to prevent and control the "pathologies" of the internal management of the insurance company, protect its "healthy" development reasonably and compliant, and protect the rights and interests of the insured. The China Insurance Regulatory Commission has issued a series of regulatory documents, including Guidelines on Compliance Management of Insurance Companies, Basic Guidelines for Internal Control of Insurance Companies, and Notice on Further Strengthening Risk Prevention and Control in the Insurance Industry. It is clearly pointed out that in the risk management system of the development of insurance enterprises, internal control is a crucial link. Therefore, the insurance companies gradually realize that the quality of internal control is the key to their own development, and it is also an important guarantee for their healthy and sustainable development and continuous growth. Perfect enterprise internal control system, can reduce risks and ensure the safety of assets, so as to achieve their own high-quality management and long-term strategic goals. The development of effective internal control evaluation is an important prerequisite for the good operation of enterprise internal control (Ye,2020).

This paper takes the Chinese property insurance company as the research object, with the five elements of internal control as the main evaluation index, through the questionnaire method invite management related experts to construct the index system, and according to the expert feedback, the original internal control evaluation index system, and then determine the revised index weight. Finally, the construction of the internal control evaluation index system of PICC property Insurance Company was completed. Through the establishment of the gray model, the internal control of the current company is comprehensively evaluated. According to the evaluation results, analyze the problems existing in the company's internal control, and make targeted optimization suggestions.

Research Objectives

The research object of this paper is PICC property insurance company, which is simply a research on property insurance companies. Because there are relatively few studies on the internal control optimization of insurance companies in China, and there are even fewer property insurance companies. Therefore, the research in this paper can not only enrich the existing theoretical basis, but also play a certain guiding role in the internal control evaluation and optimization of other property insurance companies.

On the other hand, this paper not only applies the method of qualitative analysis, but also applies quantitative analysis in the overall study. The gray evaluation method is used to establish the gray evaluation model, establish the weight matrix of the internal control evaluation index, and carry out the comprehensive evaluation calculation, which is the process of transforming the qualitative evaluation

into quantitative evaluation. The full text adopts the combination of qualitative and quantitative methods, which makes the research results more scientific and rigorous.

Literature Review

With the continuous exploration and improvement of internal control theory and evaluation method by foreign scholars, it can be roughly divided into three research directions: internal control evaluation system, internal control evaluation method and internal control risk management.

Hermanson (2012) Different levels of analysis were carried out on the level of primary and secondary internal control evaluation indicators. Leary (2014) concluded that the evaluation system of enterprise internal control should not be affected by the internal control framework, but made more reference to the actual situation of the enterprise to build with the index system of multi-element fuzzy comprehensive evaluation. Sung (2012) proposed to formulate the internal control evaluation indicators based on the aspects of human resources and corporate culture, and then calculate the weight of the indicators combined with the hierarchical analysis method, and finally obtained the internal control evaluation result. Liye (2015) proposed the IMC performance evaluation method, which can objectively and comprehensively evaluate the IMC performance. Ali (2015) found that the impact of the internal control was related to the asset income of the enterprise, and it used the multiple linear regression analysis method to evaluate the internal control from the perspective of profitability. Shu (2021) Empirically studied the relationship and mechanism between internal control quality and the company's performance, as well as the heterogeneity of the impact of internal control quality on the company's performance under different profit and loss states and different market competition degrees. The results show that the higher the internal control quality, the better the company performance. Bulgakov (2022) proposed a digital method, using digital technology and developed comprehensive monitoring program, risk-oriented method, formulate orderly suggestions to monitor the external environment, in order to internally control the enterprise procurement process . Tetteh (2022) Research empirically tested the impact of the internal control system of Ghanaian listed companies on performance and the regulatory role of information technology. Studies demonstrate a significant relationship between the internal control system and company performance, as measured by overall profitability. Laura (2003) points out the new conceptual definition of internal control, and the new definition includes risk management in the internal control, and explains the relationship between the two in detail. James (2004) puts forward a new risk management framework on the research of internal control risk management. He believes that in the overall process of internal control construction, the concept of risk management is very important, and enterprises need to form the concept of risk management.

Methodology

The main research methods are literature research method, questionnaire survey and grey

evaluation method. Through the study of domestic and foreign internal control literature, the key content of the current research stage and the scheme and method of internal control optimization are summarized. Develop the key direction for the internal control optimization of PICC. Through the questionnaire, the feedback results of experts in related fields are collected, the first and second level indicators are determined, and the internal control evaluation indicators are reconstructed. Using the gray evaluation method, the gray evaluation model is established to comprehensively evaluate the internal control of PICC.

Results

This paper adopts the grey evaluation method to evaluate the internal control status of PICC property insurance companies. The main core is to establish the grey evaluation model. The specific contents are as follows: According to the feedback of the invited experts on the internal control evaluation index, the judgment matrix construction of the first level index and the second level index, the maximum feature vector calculation and the consistency test are conducted respectively. The judgment matrix construction table is shown in Table 1~6.

Table 1: First-Level Index Judgment Matrix

	A ₁	A ₂	A ₃	A ₄	A ₅
A ₁	1	3	2	2	3
A ₂	1/3	1/2	1/2	1	1/2
A ₃	1/2	1	1/2	2	1
A ₄	1/2	2	1	2	2
A ₅	1/3	1	1/2	2	1

Source: (questionnaire)

According to the formula, the weight B= (0.3531,0.0908,0.10604,0.2406,0.1551), then $\lambda_{max}=5.1126$. With formulas 4.5 to 4.6 and compared with the reference table, CR=0.025 < 0.1, which passed the consistency test.

Table 2: Environmental Judgment Matrix of Secondary Index Control

	A ₁₁	A ₁₂	A ₁₃	A ₁₄	A ₁₅
A ₁₁	1	3	1	2	3
A ₁₂	1/3	1	1/2	1/3	2
A ₁₃	1	2	1	1/2	2
A ₁₄	1/2	3	2	1	3
A ₁₅	1/3	1/2	1/2	1/3	1

Source: (questionnaire)

According to the formula, the weight B₁= (0.2804,0.1168,0.1962,0.2663,0.1403)

Table 3: Risk Assessment and Judgment Matrix of Secondary Indicators

	A ₂₁	A ₂₂	A ₂₃	A ₂₄	A ₂₅
A ₂₁	1	1/3	1	1/2	1/3
A ₂₂	3	1	3	2	2
A ₂₃	1	1/3	1	1/2	1
A ₂₄	2	1/2	2	1	3
A ₂₅	1	1/2	2	1/3	1

Source: (questionnaire)

According to the formula, the weight B₂= (0.1011,0.3512,0.1223,0.2714,0.1540)

Table 4: Secondary Index Control Activity Judgment Matrix

	A ₃₁	A ₃₂	A ₃₃
A ₃₁	1	1/3	1/2
A ₃₂	3	1	2
A ₃₃	3	1/2	1

Source: (questionnaire)

According to the formula, the weight B₃= (0.1484,0.4867,0.3649).

Table 5: Secondary Index Information and Communication Judgment Matrix

	A ₄₁	A ₄₂	A ₄₃
A ₄₁	1	3	2
A ₄₂	1/3	1	2
A ₄₃	1/3	1/2	1

Source: (questionnaire)

According to the formula, the weight B₄= (0.5376,0.2983,0.1641).

Table 6: Supervision and Judgment Matrix of Secondary Indicators

	A ₅₁	A ₅₂	A ₅₃
A ₅₁	1	1/3	1/3
A ₅₂	1	2	2
A ₅₃	3	1/3	2

Source: (questionnaire)

According to the formula, the weight B₅= (0.1389,0.4168,0.4443). The evaluation index weight is determined by the first-level weight set B and the second-level weight index B1~B5. According to the internal control evaluation index rating table of PICC issued to the invited experts, the 10 valid scoring tables are issued and recovered, and the score matrix C of the secondary index is constructed. The specific contents are as follows. According to the above matrix C and gray class classification

formula, and the secondary index A11 is calculated as an example, and the following results are as follows:

$$n=1,$$

$$A_{11}^1 = \sum_{i=1}^{10} f_1(d_{11}^i) = 6.75$$

$$n=2,$$

$$A_{11}^2 = \sum_{i=1}^{10} f_2(d_{11}^i) = 8$$

$$n=3,$$

$$A_{11}^3 = \sum_{i=1}^{10} f_3(d_{11}^i) = 6$$

$$n=4,$$

$$A_{11}^4 = \sum_{i=1}^{10} f_4(d_{11}^i) = 0.5$$

The total number of gray categories evaluated is

$$A_{11} = A_{11}^1 + A_{11}^2 + A_{11}^3 + A_{11}^4 = 21.2500$$

According to the calculated total grey evaluation number of each second-level index and the weight of each second-level index, the evaluation weight vector and evaluation weight matrix are obtained from formulas. Table 7 is the set of evaluation value and evaluation right vectors.

$$C = \begin{pmatrix} 3 & 2 & 2.5 & 3.5 & 3 & 2 & 4 & 1.5 & 2.5 & 3 \\ 2.5 & 2 & 1.5 & 3 & 1 & 2 & 1.5 & 3 & 2.5 & 2 \\ 2.5 & 4 & 3 & 4 & 3 & 2 & 2.5 & 2 & 4 & 3 \\ 4 & 3 & 2.5 & 2 & 2.5 & 3.5 & 4 & 2.5 & 3 & 2 \\ 3.5 & 3 & 2.5 & 4 & 3 & 3.5 & 2.5 & 3 & 4 & 2.5 \\ 4 & 4 & 3 & 3.5 & 3 & 4 & 3.5 & 3 & 3 & 2.5 \\ 3.5 & 3 & 3 & 4 & 2.5 & 2 & 3 & 2.5 & 3.5 & 3 \\ 2.5 & 1.5 & 2 & 2.5 & 3 & 2 & 2.5 & 2 & 1.5 & 2 \\ 3.5 & 4 & 2.5 & 2 & 3 & 2 & 2.5 & 4 & 3.5 & 2.5 \\ 2.5 & 3 & 1.5 & 2 & 2.5 & 2 & 2.5 & 2 & 2.5 & 3 \\ 2.5 & 2 & 2.5 & 1.5 & 2 & 3 & 2.5 & 3 & 2.5 & 2 \\ 3 & 4 & 2 & 3.5 & 3 & 3 & 3 & 3.5 & 2.5 & 3 \\ 2 & 3 & 3 & 2.5 & 1.5 & 3 & 2 & 2 & 2.5 & 3 \\ 3 & 3 & 2.5 & 3.5 & 3.5 & 2.5 & 3 & 3 & 2.5 & 3.5 \\ 3.5 & 3 & 3 & 2.5 & 3 & 3.5 & 2 & 2.5 & 3.5 & 3 \\ 2.5 & 2 & 3 & 2.5 & 3 & 2 & 3 & 3.5 & 3 & 2.5 \\ 2 & 2 & 2.5 & 1.5 & 2.5 & 3 & 3 & 2.5 & 3 & 2 \\ 4 & 3.5 & 3.5 & 4 & 4 & 3 & 3.5 & 4 & 3 & 3 \\ 2.5 & 2 & 2 & 2.5 & 1.5 & 2.5 & 2 & 3 & 2.5 & 3 \end{pmatrix}$$

Table 7: Evaluation Values and Evaluation Right Vectors of A_{ij}

A_{ij}	Evaluation of Estimate	Evaluation of Weight Vectors
A_{11}	21.2500	(0.3176,0.3764,0.2823,0.0237)
A_{12}	21.7500	(0.2413,0.3218,0.3448,0.0921)
A_{13}	20.5000	(0.3658,0.3904,0.2438,0)
A_{14}	20.7499	(0.3493,0.3855,0.2652,0)
A_{15}	20.6250	(0.3818,0.4121,0.2060,0)
A_{21}	18.7916	(0.4456,0.3814,0.1730,0)
A_{22}	21.1666	(0.3543,0.4094,0.2363,0)
A_{23}	21.7916	(0.2466,0.3288,0.3785,0.0461)
A_{24}	20.4583	(0.3604,0.3828,0.2568,0)
A_{25}	21.9583	(0.2675,0.3567,0.3529,0.0229)
A_{31}	21.9583	(0.2675,0.3567,0.3529,0.0229)
A_{32}	21.2083	(0.3595,0.4165,0.2240,0)
A_{33}	22.0416	(0.2778,0.3705,0.3289,0.0228)
A_{41}	22.0000	(0.3409,0.4090,0.2501,0)
A_{42}	20.4583	(0.3604,0.4317,0.2079,0)
A_{43}	21.9166	(0.3079,0.3954,0.2967,0)
A_{51}	22.000	(0.2727,0.3636,0.3409,0.0228)
A_{52}	18.5416	(0.4786,0.4404,0.0810,0)
A_{53}	21.9583	(0.2675,0.3567,0.3529,0.0229)

Source: (calculate)

According to Table 7, combined with the weight matrix formula, to obtain the weight matrix Y_k :

$$Y_1 = \begin{pmatrix} 0.3176 & 0.3764 & 0.2823 & 0.0237 \\ 0.2413 & 0.3218 & 0.3448 & 0.0921 \\ 0.3658 & 0.3904 & 0.2438 & 0 \\ 0.3493 & 0.3855 & 0.2652 & 0 \\ 0.3818 & 0.4121 & 0.2060 & 0 \end{pmatrix}$$

$$Y_2 = \begin{pmatrix} 0.4456 & 0.3814 & 0.1730 & 0 \\ 0.3709 & 0.3345 & 0.2945 & 0 \\ 0.2466 & 0.3288 & 0.3785 & 0.0461 \\ 0.3604 & 0.3828 & 0.2568 & 0 \\ 0.2675 & 0.3567 & 0.3529 & 0.0229 \end{pmatrix}$$

$$Y_3 = \begin{pmatrix} 0.2675 & 0.3567 & 0.3529 & 0.0229 \\ 0.3595 & 0.4165 & 0.2240 & 0 \\ 0.2778 & 0.3705 & 0.3289 & 0.0228 \end{pmatrix}$$

$$Y_4 = \begin{pmatrix} 0.3409 & 0.4090 & 0.2501 & 0 \\ 0.3604 & 0.4317 & 0.2079 & 0 \\ 0.3079 & 0.3954 & 0.2967 & 0 \end{pmatrix}$$

$$Y_5 = \begin{pmatrix} 0.2727 & 0.3636 & 0.3409 & 0.0228 \\ 0.4786 & 0.4404 & 0.0810 & 0 \\ 0.2675 & 0.3567 & 0.3529 & 0.0229 \end{pmatrix}$$

Conduct the comprehensive evaluation value calculation, and calculate the first-level index of the evaluation system, and the results are as follows:

$$M_1 = B_1 \cdot Y_1 = (0.3356, 0.3802, 0.2668, 0.0174)$$

$$M_2 = B_2 \cdot Y_2 = (0.3386, 0.3814, 0.2708, 0.0092)$$

$$M_3 = B_3 \cdot Y_3 = (0.3160, 0.3908, 0.2814, 0.0117)$$

$$M_4 = B_4 \cdot Y_4 = (0.3413, 0.4135, 0.2452, 0.0000)$$

$$M_5 = B_5 \cdot Y_5 = (0.3562, 0.3925, 0.2379, 0.0133)$$

The resulting evaluation matrix is shown as follows:

$$M = \begin{pmatrix} 0.3356 & 0.3802 & 0.2668 & 0.0174 \\ 0.3386 & 0.3814 & 0.2708 & 0.0092 \\ 0.3160 & 0.3908 & 0.2814 & 0.0117 \\ 0.3413 & 0.4135 & 0.2452 & 0 \\ 0.3562 & 0.3925 & 0.2379 & 0.0133 \end{pmatrix}$$

The comprehensive evaluation results of the calculated first-level index are: $P = (0.3373, 0.3919, 0.2598, 0.0109)$

Based on the comprehensive evaluation value of the first-level index, the internal control evaluation value of the first-level evaluation index is as follows:

$$Z_1 = M_1 \bullet D^T = 3.09$$

$$Z_2 = M_2 \bullet D^T = 3.06$$

$$Z_3 = M_3 \bullet D^T = 3.04$$

$$Z_4 = M_4 \bullet D^T = 3.03$$

$$Z_5 = M_5 \bullet D^T = 3.04$$

The comprehensive evaluation value of PICC Property Insurance Insurance Company is as follows:

$$Z = P \bullet D^T = 3.05$$

Discussion

Through the evaluation of Chinese insurance company comprehensive value calculation results of 3.05, can see that the condition of the internal control has just reached good grade standard, through the comprehensive evaluation of five elements of internal control score analysis, summarizes the

shortcomings of the internal control five elements, and the cause, develop China insurer company's future internal control strategy, ensure the healthy and sustainable development of enterprise internal.

Internal control environment. PICC's property insurer scored 3.09 points for its internal control environment. First of all, from the score of its organizational structure in general, the internal framework of the enterprise is relatively reasonable. PICC Property Insurance Company has a good score in corporate strategic development and corporate culture, which has been recognized by most experts, which shows that it can closely follow the development goals of the head office in strategic deployment and effectively complete the strategic plan. At the same time, in terms of social responsibility, the enterprise can have a certain social responsibility, and has such a good public welfare reputation among the public, which has been recognized by the public. However, its shortcomings are reflected in the human resources, most of which the experts give poor scores, which is enough to show the serious nature of internal control talents and the lack of internal talents in the company. The management of an enterprise needs to formulate the corresponding talent introduction and training system, and strengthen the execution of the human resources department.

Risk assessment. Through the scores of 10 experts, the comprehensive evaluation of PICC in internal control risk assessment is worth 3.06 points, indicating that it is generally good in risk assessment. Especially in the risk identification and risk assessment are relatively good, the PICC property insurance companies can accurately control their own risk types, and can control the risk elements. In terms of risk control, the performance is mediocre. Most experts give them moderate scores, indicating that they need to improve in the original risk control. The two poor aspects are reflected in the risk evaluation and supervision, which shows that the internal supervision organization of the company does not play its functions well, and there are deficiencies in the management.

Control activities. The comprehensive evaluation score for control activities was 3.04 points, which was close to the overall comprehensive evaluation value. Chinese insurer company more problems in control activities, its main refinement into three aspects, in the sales industry, claims, financial business and management, including sales and financial are most experts to poor score, that China insurer in the two aspects of control activity management loopholes, is the weak link in the overall enterprise operation. In terms of claims settlement, most experts gave a good score between 3 and 4 points, which is mainly attributed to the systematic process of claims settlement business of Chinese insurance and property insurance companies, as well as the strict control of the management of the company's claims department.

Information linking. The comprehensive evaluation score in this aspect was the lowest among the five elements, with a score of 3.03 points. The main defects are reflected in the rationality and fluency of the information system construction. In these two subdivided elements, most experts scored poor scores, indicating that PICC has serious planning deficiencies in the construction of the internal information system, and the loopholes in the information system seriously affect the information

transmission and sharing within the company, and the more affects the overall normal execution efficiency of the company.

Internal supervision mechanism. Similarly, the comprehensive evaluation score of PICC in the internal supervision mechanism was relatively low at 3.04 points. From the three elements of its refinement, the main problem in the effectiveness of internal audit and continuous monitoring, the scores of experts in both aspects are relatively low. The reason is caused by the particularity of the separation structure of the audit department of PICC Fushun Branch. It should establish its own internal audit department, rather than through the external distribution structure of the head office, which greatly affects the sustainability and timeliness of the audit.

Conclusions

From China insurer company internal control of five elements score evaluation results, China insurer Fushun branch internal control system in the control environment, risk assessment, control activities, information communication and internal supervision problems in five aspects include: internal control environment remains to be improved, risk assessment link is relatively weak, the company control activities, information communication is not smooth and internal supervision mechanism is not perfect. Through the evaluation results of the internal control company of PICC, it can be seen that there are many problems in its internal control, which need to be optimized and improved in the implementation of internal control. It should be made in organizational structure, human resources, corporate strategy, corporate culture and social responsibility, such as:

PICC property insurance company should continue to strengthen and improve the effectiveness of the internal control and supervision system. In addition, risk early warning should also be strengthened, and risk supervision should run throughout the whole internal control process, so that the implementation of internal control has a certain risk guarantee. PICC property insurance company should consider from two aspects in the establishment of a good internal control system and in the improvement of the internal control system. On the one hand, it is to improve the personnel level of the implementation of internal control evaluation, and hire relevant external experts and professional institutions to conduct the implementation evaluation. On the other hand, the evaluation of internal control should be carried out periodically, and the responsible person mechanism should be established. The evaluation results should be directly responsible for the relevant responsible person, and at the same time, the deficiencies should be corrected within a certain period of time

We will improve the information transmission mechanism. In the information transmission mechanism of internal control, the key lies in the timeliness of information. This requires each department to be aware in the processing of internal and external information that information serves internal control, and the information obtained by each department should be sent to the decision-making management of the enterprise in the first time after collection and sorting. On the other hand, it is also

necessary to strengthen the efficiency of information sharing and information processing among various departments. A platform system of information sharing can be established to transmit, communicate and process information between various departments, and the system should be maintained regularly to ensure the smoothness of information transmission of the information system. Finally, the security of the information system should be guaranteed to prevent the leakage of important information of enterprises.

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RESEARCH ON OPTIMIZATION OF HUMAN RESOURCE MANAGEMENT IN CHENGDU HT HOTEL

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Abstract: With the continuous development of the modern hotel industry, the competition in the hotel industry is becoming increasingly fierce. Previously, the match was mostly for complex hotel environments, products, and infrastructure. Due to the increasingly perfect competition in the hotel market and the deepening reform of the hotel system, the hotel industry has become a knowledge-intensive, labor-intensive, and capital-intensive service industry, and the competition of hotels is increasingly reflected in the round of human resources. Using Chengdu HT Hotel as an example, this paper uses a quantitative analysis method to study the current situation of human resource management of Chengdu HT Hotel according to the relevant human resources theories. It analyzes the advantages and disadvantages of human resources from staff training and performance management. The purpose of this paper is to find out the problems and reasons for the human resource management of Chengdu HT Hotel through investigation and research and then put forward the corresponding countermeasures to improve the level of human resource management of Chengdu HT Hotel and provide a reference for the same type of hotels. Through the investigation and research, the following conclusions are drawn before the hotel includes training, the training should be analyzed, and the corresponding training scheme should be established according to this result; The purpose of performance management is to improve job satisfaction and sense of achievement of hotel employees, to achieve the long-term strategic objectives of the hotel.

Keywords: Chengdu HT Hotel, Human Resource Management, Staff Training, Performance Management

Introduction

Hotels are the starting and ending points for tourists entering a destination. A good check-in experience can enhance the overall impression of the tourist destination, which play the role of "urban reception hall." As a carrier of knowledge and technology, human resources are one of the enterprises' most critical production factors. The human resource management level in enterprises is ultimately reflected in products and services. Therefore, tourism hotels emphasizing service quality must pay attention to human resource management (Legge, 1995).

Chengdu is an emerging tourist city in Southwestern China and central Sichuan Province, with a total area of 14335 square kilometers and a permanent population of 21.268 million. In recent years, the tourism industry in Chengdu has flourished, and the number of tourists has increased. Chengdu Tourism Hotels, represented by Chengdu HT Hotel, have received many tourists. In daily operations, it has been found that tourists' food and accommodation needs have changed from "having enough to eat and stay" to "having good food, sleeping well, and a beautiful environment." This not only requires good food and accommodation quality and hardware environment but also requires specific cultural characteristics. Therefore, to enhance their competitiveness, tourist hotels need an innovative workforce. The hotel industry has a fast pace of work, with labor costs accounting for many operating expenses. The quality of personnel could be better, and the team has many unstable factors (Song, Liu, Guo, Yang, & Jin, 2022).

Research Objectives

In today's increasingly fierce competition in the hotel industry, human resources are not only the driving force for the healthy and sustainable development of hotels but also a critical path to inject fresh vitality, propose new concepts, and create new management models. The role and significance of hotel human resources as "soft power" are becoming increasingly prominent, and research on hotel human resource management is essential in promoting the hotel industry's sustainable and healthy development (Hoque, 2013). This study aims to achieve the following two objectives:

1. Identify the problems and causes of human resource management in Chengdu HT Hotel, and propose corresponding improvement strategies.
2. Provide effective reference for the hotel industry in other similar cities.

Literature Review

Hotel human resource planning is carried out after determining the hotel's overall development and human resource goals and is also the first step in human resource management. The responsibilities include recruitment, training, welfare, and other related content. The content of human resource planning is relatively broad, including internal transfer, promotion, labor relations, employee training, and other aspects. Manjari Singh and Jatinder Kumar JHA of Ahmedabad Institute of Management discussed the strategic importance of hotel human resources planning and the skills to attract talents, which showed that various deviations of human resources managers in predicting human resources could not be eliminated, and this dynamic could be expected through relevant training of human resources and line managers. In addition, other prediction techniques can be used to supplement the judgment of line managers, Making the process more reliable. The purpose is to understand the impact of external changes on the current and future human resource needs of tourism and hotels. Based on the theory of strategic human resource development planning, qualitative environmental scanning and

quantitative labor market prediction methods are used to thoroughly analyze the employment and human resource market situation of tourism hotels in the United States. The employment planning method can provide different data and conduct a practical analysis, thus enabling human resources managers to combine data to carry out relevant personnel work (Jha, & Singh, 2017).

An important aspect of hotel human resource management is to obtain qualified human resources for hotels, so research on employee recruitment is fundamental. In the era of network and Personal media, online recruitment is a convenient way of recruitment. Conduct adequate research on recruitment and related work at the network level for Youla Melanthiou and Fotis Pavlou. This study focuses on whether the recruitment management of hotels utilizes social networks to screen the types of employees recruited and whether online recruitment is the leading recruitment method. Through research, it has been learned that many companies currently use social media to make effective decisions in their recruitment work. Conducting comprehensive analysis, investigation, and screening of candidates on a specific employment platform can help employers find reasonable technical talents. In addition, the educational level of employees is also a factor that employers are more concerned about. Gonzalez & Snchez proposed that if hotel employees generally have lower education levels, the likelihood of employees being replaced is greater. However, they also value their work and put in more effort. By sorting out this relationship, it can help human resource management make better plans, especially in areas such as employee recruitment and training management (Melanthiou, Pavlou, & Constantinou, 2015).

Amin & Abdullahmohamed Aldakhil explored the structural relationship between total quality management, employee satisfaction, and hotel performance and proposed that there is a significant relationship between comprehensive quality management, employee satisfaction, and hotel performance. The stronger the leadership, the higher the attention to customer needs, the higher the efficiency of the hotel, and the higher customer satisfaction. Employees who are relatively satisfied with their current job position and have a high work enthusiasm are willing to help their colleagues around them. They not only do their job well but also carry out their work with the hotel's interests as the center and customers as the center, improving work efficiency and the hotel's performance level. To this end, hotel managers need to create a good work atmosphere for employees, help them develop career plans, enhance their sense of belonging and cohesion, and improve their performance. Mahlagha darvishmotevali & Huseyinarasli mentioned that unsafe work can reduce job performance. Hotel managers need to develop fair and transparent human resource management measures. Including the formulation of labor contracts, the establishment of promotion channels, the standards for performance evaluation, and the reform of salary systems, all of which can make employees aware and understand. By conducting regular training and education activities to improve employee quality, strengthen the relationship between managers and employees, effectively reduce employees' psychological burden, and more actively carry out work (Amin, Aldakhil, Wu, Rezaei, & Cobanoglu, 2017).

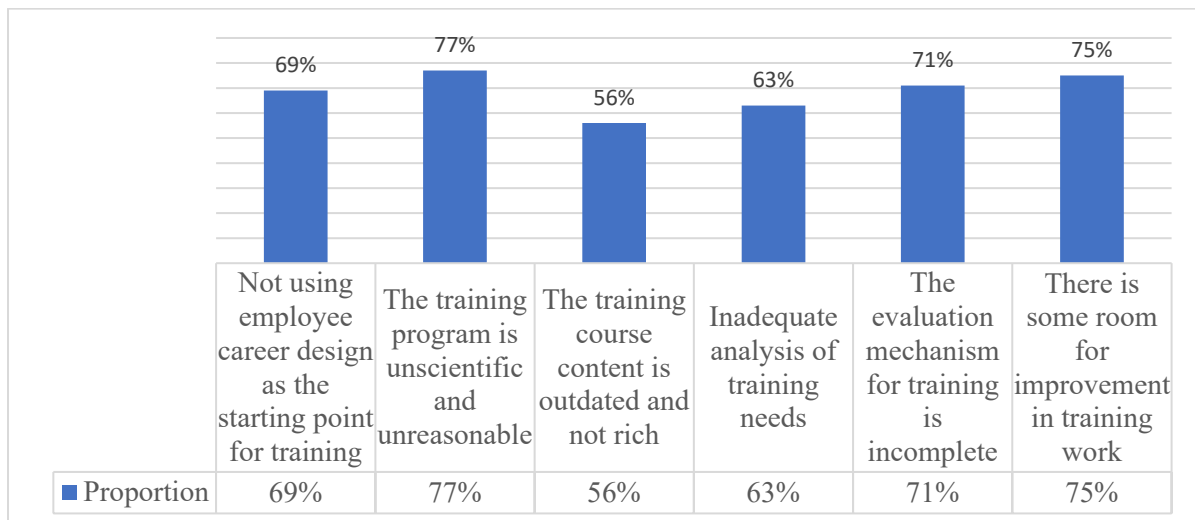
Methodology

In social sciences, quantitative research, or quantitative analysis, refers to the systematic empirical investigation of Social phenomena using statistics, mathematics, or computing technology. This research aims to develop and apply mathematical models, theories, or assumptions related to Social phenomena. The measurement process is the most crucial process in quantitative analysis, as it fundamentally connects the "empirical observation" and "mathematical representation" of phenomena. Quantitative data includes various information presented in numerical forms such as statistics or percentages. Quantitative research methods generally go through four stages: obtaining data, pre-classifying data, analyzing data, and analyzing reports (Bloomfield, & Fisher, 2019). Survey questionnaire method: Statistical methods such as classification and summary were widely used in the conducted survey research. The survey research results were used, and a combination of qualitative and quantitative analysis was used to analyze the problems and causes of human resource management in Chengdu HT Hotel, as well as the current situation and future development prospects of Chengdu HT Human Resource Management (Ikart, 2019).

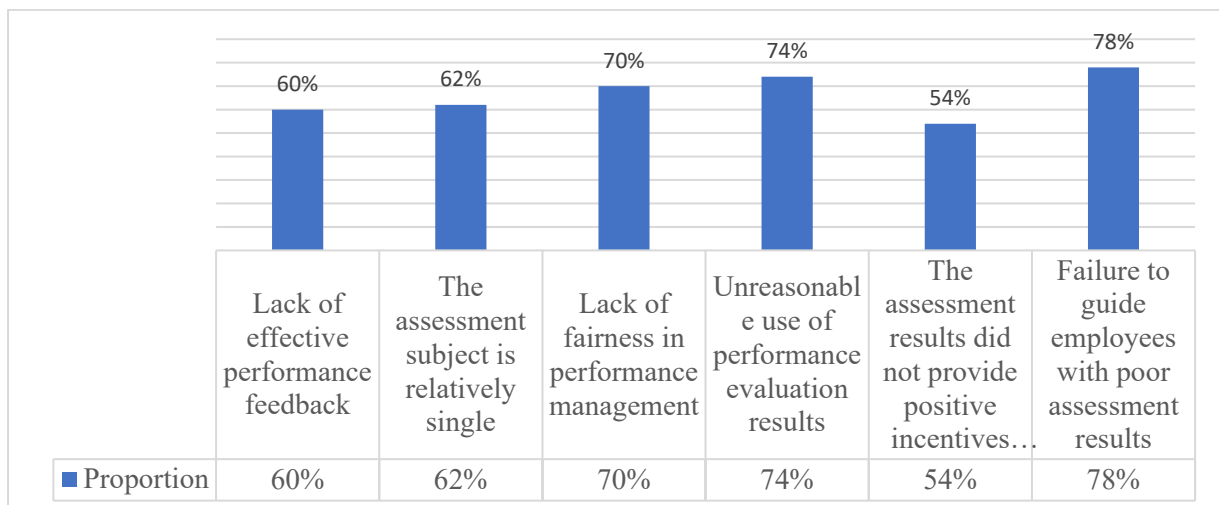
Results

Employee training is divided into on-the-job training and on-the-job training. Pre-job training for new hotel employees, including work rules and responsibilities, work skills, and work discipline. On-the-job training for hotel employees mainly includes professional skills training, new technology, and new job skills training for employees with frequent work errors. According to the data obtained through questionnaire surveys, 69% of employees believe that hotel training neglects their career planning and does not fully consider their interests; 77% of employees believe that the training content is not practical and the training methods are unreasonable; 56% of employees believe that the range of hotel employee training courses is outdated and not wealthy; 53% of employees believe that the training methods for hotel employees are not diversified; 63% of employees believe that the training content was not determined based on their needs; 71% of employees stated that the hotel's training work has not undergone subsequent evaluation activities, and the evaluation mechanism is severely lacking; 75% of employees believe that there is still room for improvement in the hotel's training work.

60% of employees believe that Chengdu HT Hotel has not implemented performance evaluation feedback work; 62% of employees believe that hotels have fewer assessment subjects and have unique characteristics; 70% of employees have a greater degree of arbitrariness in proposing performance assessment standards; 74% of respondents believe that performance appraisal has not played its due role; 54% of employees believe that the practicality of performance appraisal results is poor, and the incentive effect on excellent employees cannot be exerted; 78% of employees believe that there is no guidance for employees with poor performance appraisal.



Picture 1: Employee Training of Chengdu HT Hotel



Picture 2: Performance Management of Chengdu HT Hotel

At present, hotels generally use two types of incentive methods. The first type of incentive is material rewards, and the second type is nonmaterial rewards. The former type includes salary incentives, while the latter type includes promotion incentives, emotional incentives, and so on. According to the questionnaire survey, the incentive methods of Chengdu HT Hotel mainly include Performance-related pay, bonus for outstanding employees, employee promotion, and punishment for employee behaviors that do not conform to the interests of the hotel. The incentive mechanism needs to be more comprehensive, and the incentive measures need to fully consider the actual needs of hotel employees. Usually, different or the same employee will have different needs at other times. At this point, managers can't be limited to the current incentive model. Still, they should adopt diversified incentive methods to improve work enthusiasm and enable employees to do their work better. In addition, hotels should effectively integrate development planning with incentive measures to avoid

deviation in the direction of hotel incentive measures (Takahashi, 2006).

Discussion

The development of training plans should not only fully consider training objectives and needs but also scientifically select training content, methods, and trainers. Only by scientifically and reasonably developing training projects based on many factors in training can training work be effectively implemented and effectiveness achieved. The development of training projects should not only fully consider training objectives and needs but also scientifically select training content, methods, and trainers. Only scientifically and reasonably developing training programs based on the many factors involved can training work be carried out with half the effort and twice the result. Through a questionnaire survey, we have learned that some things could still be improved in the training program design of Chengdu HT Hotel, which needs to be scientifically designed and further improved. Firstly, creating the training course must be more innovative to keep up with the times. The design of hotel employee training courses mainly focuses on basic knowledge and operational norms without training employees on team spirit, management skills, and hotel development strategies. The training plan was designed differently than the required level. Different types of hotel employees have different training needs. Senior management personnel needs to receive training on hotel strategic management, hotel development trends, and other related knowledge related to the overall development of the hotel. The training content for middle-level and grassroots employees in hotels may vary. Therefore, differentiated training plans should be developed for employee training content and specific goals should be determined based on employee training needs rather than being uniform (Martínez-Ros, & Orfila-Sintes, 2012).

Due to the characteristics of hotels themselves, as well as historical and practical reasons, most hotels are still in the stage of experience management and have yet to enter the scientific management stage. The purpose of performance management needs to be clarified. Middle-level managers must properly break down work tasks, resulting in unreasonable division of labor among employees and a situation where more work is not more. For the understanding of performance management, most people believe that formalism is severe and that simply filling out the forms provided by human resources is sufficient, without any substantive effect. Even if performance management is completed, the manager only needs to rate it and fill it out according to regulations. This is a performance appraisal method that many hotel managers have always adopted, which leads hotel staff to believe that the primary responsible department for performance appraisal is human resources, and other departments only need to cooperate. Symbolically scoring the tables assigned by human resources can complete the performance work. Moreover, the performance evaluation work of Chengdu HT Hotel has been carried out for a year, and the evaluation cycle needs to be shorter, making it ineffective for employees to set such performance goals (Yoon, & Lee, 2017).

The essence of hotel human resource management is the management of people. Personnel management focuses on developing effective measures to stimulate their enthusiasm and creativity, serve the hotel sincerely, help the hotel improve its market position, enhance market competitiveness, and thus highlight the value of human resource management. Through the investigation and targeted interview analysis of the Chengdu HT Hotel, we learned that although some hotel managers regard human resources as the first resource and often say "people first," they did not consider the investment income of employees from the deep level of the human resources incentive system. Many hotel managers still view specific incentive measures such as salaries, bonuses, and training as an increase in hotel investment costs, neglecting that the value created by hotel employees far exceeds human resource costs. The investigation found that the hotel has continuously encountered issues such as salary deductions due to employee work errors. Ineffective incentive measures have led to the widespread turnover of outstanding employees, making it even more difficult to compensate for the losses caused to hotels (Stone, & Deadrick, 2015).

Conclusions

The first step in the training process is conducting a training needs analysis and establishing corresponding training plans based on this result. This plan involves arranging training work in advance within a certain period. In hotel employee training, a comprehensive training plan can enable the training work to play its due role. So, developing and implementing training plans is an indispensable part of hotel human resource management. Training plan refers to the implementation of detailed planning for training work under the guidance of hotel human resources planning, fully considering the development goals and other aspects of the hotel and following its practical needs on a scientifically determined basis. Accurately plan the specific training time, location, and other elements, while choosing the estimated amount of funds required for the training. The establishment and implementation of this plan should be based on an analysis of employee training needs. Fully consider and balance the actual needs of hotel employees and the training budget. By comparing and selecting various training programs, develop the most suitable training program for the hotel to meet the needs of hotel management and promote the development of the hotel (Mathis, Jackson, Valentine, & Meglich, 2016).

Performance management is an indispensable tool in hotel human resource management and a key focus in modern human resource management. The purpose of performance management is not simply to reward and punish hotel employees and improve their work performance but rather to enhance their job satisfaction and sense of achievement, thereby achieving the long-term strategic goals of the hotel. Therefore, it is crucial to strengthen the construction of a hotel performance management system based on long-term considerations. For the hotel to be able to conduct effective performance management and scientifically evaluate the performance of hotel employees, it is not only necessary to master the work performance and work performance of hotel employees but also to provide space for

hotel employees to fully develop and show themselves, to promote the smooth progress of hotel human resources management. Because in the hotel service industry, employees may encounter various unexpected situations while providing services to customers. Therefore, not only should we focus on the evaluation results, but we should also pay special attention to the evaluation process, the growth of evaluation revenue, and the growth of evaluation potential to ensure the strategic orientation of performance management (Jackson, Schuler, & Werner, 2009).

Hotel employee motivation is an essential component of human resource management and the emergence of an accelerator incentive system for hotel development. On the one hand, it can better demonstrate the enterprise's leadership; on the other hand, it positively impacts employee motivation and teamwork efficiency. The personalization of employee needs determines the diversification of incentive methods. Hotels must consider the comprehensive application and organic coordination of various incentive measures. Therefore, the hotel's human resources management department must take multiple steps to establish a suitable employee incentive mechanism, mobilize the enthusiasm and initiative of hotel employees, and improve the core competitiveness of the hotel. An effective incentive mechanism will quickly resolve issues such as hotel employment (Enz, & Siguaw, 2000).

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RESEARCH ON INTERNAL CONTROL OF CREDIT BUSINESS IN COMMERCIAL BANKS IN CHINA

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Abstract: As a professional enterprise in managing and operating currency, commercial banks have traditionally been management-oriented enterprises. However, with the development of society, commercial banks have become emerging financial institutions with their own operational risks. Based on extensive research on the internal control theory and credit business management theory of commercial banks and their development trends, Chinese commercial banks are the research object, mainly through a combination of qualitative and quantitative analysis, literature research method, case analysis method, and qualitative analysis method. And so on. This theory is linked to reality and provides a comprehensive analysis of the current situation of internal control in bank credit business, in order to identify the problems that exist in the internal control management of bank credit business. Finally, based on these reasons, the feasibility of strengthening the internal control construction of credit business was proposed. This article focuses on S-bank and conducts research on internal control of credit business. It combines theory with reality to truly reflect the shortcomings and causes of internal control of S-commercial bank credit business, and proposes suggestions for improvement based on this. At other branches of Bank S. The research on internal control of credit business has certain reference value and practical significance.

Keywords: Commercial Bank, Credit Business, Internal Controls

Introduction

As a professional enterprise in managing and operating currency, commercial banks have traditionally been management-oriented enterprises. However, with the development of society, commercial banks have become emerging financial institutions with their own operational risks. Especially in recent years, with the rapid development of the global financial industry and the strong integration of economic integration, domestic commercial banks are facing increasing operational pressure and credit business risks (Mwichigi & Atheru, 2019).

Since the mid-20th century, various businesses of commercial banks have developed rapidly, but credit business remains the main business of commercial banks. Credit risk remains the most

important risk faced by commercial banks in their business management process. Since 1990, the international banking crisis, as well as China's Bank failure and "insider" cases, have resulted in many factors. However, the analysis of Bank failure and crisis formation was very important at that time. It can be found that the occurrence of these banking events is almost always related to the imperfect internal control of banks or the failure to implement the system. From the crises and events of domestic and foreign commercial banks in recent years, it can be seen that inadequate or flawed internal controls are the main reasons for banks falling into difficulties or even collapsing. Most bank crises are caused by credit operations. The common characteristic is that the internal control of credit management is not strict, resulting in a large number of non-performing assets, serious deterioration of loan quality, and ultimately leading to a liquidity crisis (Koutoupis & Malisiovas, 2019). This fully warns us that it is not only necessary but also urgent for commercial banks to strengthen their internal control over credit business.

Commercial banks are important financial institutions and their main business. Credit risk management is an important component of risk management in commercial banks. Therefore, the importance of the internal control system for credit business risks is self-evident. Through the research of this topic, the problems in the internal control system of credit risk in commercial banks were analyzed, and corresponding improvement measures were proposed, which is conducive to the optimization and improvement of the internal control system of credit business risk in Chinese banks (Chen, 2020).

At present, compared to foreign financial institutions, the non-performing asset ratio of domestic commercial banks is still at a relatively high level (Guo & Zhang, 2022). Therefore, effective business risk prevention and control has become one of the most urgent issues for commercial banks. This article will discuss in detail the internal control of credit business risks through examples. Based on the analysis of the current situation and existing problems, corresponding solutions and measures are proposed to help commercial banks improve their risk control system, reduce credit business risks, and improve profitability.

Research Objectives

The purpose of this study is to deeply explore the internal control issues of commercial bank credit business, in order to improve the risk management and operational efficiency of credit business.

(1) Analyze the internal control status of S Commercial Bank's credit business, gain a deep understanding of its indicators such as capital adequacy ratio, deposit loan ratio, non-performing loans, and loan transfer rate, and lay the foundation for evaluating risk management capabilities.

(2) Exploring the problems in internal control of commercial banks' credit business, such as the lack of a good internal control environment and unreasonable classification standards for credit assets, in order to provide specific directions for improving internal control.

(3) Propose suggestions for improving the internal control of S Commercial Bank's credit business, including strengthening the construction of internal control environment, improving credit asset classification standards, and strengthening the execution of control activities, in order to improve risk management level and business efficiency, and ensure the stability of bank operations.

Literature Review

Overview of Commercial Bank Credit Business

Commercial bank credit business refers to the economic behavior of financial institutions lending the funds they absorb to customers at a certain interest rate and agreeing to recover the loan principal and interest within a certain period of time. It is a special form of value movement that is conditional on repayment and interest calculation (Wang & Wu, 2021). Loans can be divided into several categories based on different standards. According to the length of the loan term, it can be divided into short-term loans, medium-term loans, and long-term loans. According to the purpose of the loan, it can be divided into working capital loans and fixed asset loans. Industrial loans, agricultural loans, and commercial loans can be classified by loan industry; The protection level can be divided into credit loans, mortgage loans, and bill discounting; According to different types of loans, they can be divided into RMB loans and foreign currency loans (Liao, 2019). According to the risk level of loans, loans in China are divided into normal loans, overdue loans, and stagnant loans. Non-performing loans, including overdue loans, stagnant loans, and non-performing loans, are collectively referred to as non-performing loans; The five internationally recognized categories of loans are normal loans, interest loans, Subprime lending loans, doubtful loans and loss loans (Alrabei, 2021).

As a traditional business, credit business is the most important asset business of Chinese commercial banks. Its interest income is also the most important source of operating income for commercial banks. The operational process of loan business mainly includes: establishing credit relationships and loan applications, providing borrowers with credit rating evaluation, loan investigation and project evaluation, loan preliminary review and approval, signing loan contracts and issuing loans, post loan inspection and loan project management, loan principal and interest recovery and loan extension, non-performing loan supervision and asset preservation (Phuoc & Ngoc, 2020).

Overview of Internal Control Theory for Commercial Bank Credit Business

Information Asymmetry Theory

The opacity of bank information is the biggest difference between commercial banks and other non-financial companies. When banks handle various businesses, the degree of information asymmetry between depositors and banks, lenders and managers, regulatory agencies and banks will vary, and banks often have personal subjectivity when making quality judgments on loan customers. Faced with risky asset adjustments, there may be some portability (Jayaweera & Karunaratne, 2019). The impact of the subjectivity and portability of credit officials may be a more severe information asymmetry

between banks and stakeholders. However, it is very difficult to monitor the behavior of bank credit personnel and obtain real-time information from the bank. Due to this asymmetry, the risks posed by banks are even more severe (Zhang, 2020).

Principal-Agent Theory

The principal-agent theory points out that in order to ensure the interests of shareholders, it is necessary to clarify the contractual relationship between specific shareholders and managers. When a company lacks effective supervision and control over its managers, there will be information asymmetry between shareholders and managers (Wang, Guo & Chi, 2019). Two kinds of behaviors of managers may damage the interests of shareholders: False statement made by managers to realize their own interests. Conditional "Adverse selection" behavior; Managers may choose opportunism when signing contracts with shareholders, which will lead to "Moral hazard" behavior. Therefore, establishing an effective control mechanism, namely the board of directors' system, can enable managers to fulfill contracts without harming the interests of shareholders (Ogbor, Osundina & Oyamendan, 2020).

However, applying the principal-agent theory to the principal-agent relationship in commercial banks is not as simple as imagined. The principal-agent chain in commercial banks includes the following layers: (1) The state-owned assets deposited in banks are essentially owned by the people, and the government is only entrusted to exercise certain rights; (2) When the government exercises the above-mentioned rights, due to personnel and capacity limitations, they need to entrust functional departments; (3) These functional departments need to elect a chairman and establish a board of directors system to supervise the operation of the bank; (4) The board of directors is responsible for the daily affairs of the bank by selecting and entrusting the bank president.

Methodology

Introduction to S Commercial Bank

S Bank was established in 1990, adhering to the mission of "serving three rural areas, serving urban and rural areas, giving back to shareholders, and achieving employee development". In recent years, S Bank has mainly engaged in loan financing, deposits, settlement, exchange, investment, and wealth management. At the same time, various businesses such as collecting phone bills and paying salaries have been developed, gradually meeting the growing financial service needs of customers.

At the end of 2018, S Commercial Bank had a total group asset of 60000 billion yuan, an increase of nearly 15 percentage points compared to the end of 2017, ranking among the top joint-stock banks of its kind; In 2018, S Bank achieved a total operating revenue of 160 billion yuan and a net profit of over 50 billion yuan, a year-on-year increase of 7 percentage points. Its total asset return rate was 0.95% and weighted net asset return rate was 17.28%, consistently at a good level among similar banks. In July 2016, S Commercial Bank was listed on the Fortune Global 500 "Top 50 Most Profitable Companies" list, with its cost-income ratio index ranking second among the top 50 banks in the world.

In 2018, S Commercial Bank experienced rapid growth in business scale while maintaining a relatively stable internal asset quality. At the end of 2018, S's non-performing loan ratio was 1.65%, a decrease compared to the end of the third quarter (Hadian, Nazhara & Viola, 2021).

Basic Information of S Commercial Bank Credit Business

As of the end of 2018, S Bank's total assets reached 60000 billion yuan, an increase of 15 percentage points compared to the beginning of 2018. The efficiency of banks is steadily increasing, with a cumulative operating revenue of 160 billion yuan in 2018, an increase of nearly 2 percentage points year-on-year; Intermediary business income accounts for one fourth of all business income, an increase of nearly 5 percentage points year-on-year; Accumulated non interest net income of 44.741 billion yuan, an increase of nearly 30 percentage points year-on-year; The net profit attributable to the parent company reached 53.85 billion yuan, a year-on-year increase of 7 percentage points. Overall, in 2018, the asset management quality of banks was good, with a non-performing loan ratio of 1.65% and a provision coverage rate of 210.51% at the end of 2018. Both indicators maintained a good level among similar banks in the industry. In this year, Bank S also successfully issued secondary capital bonds of 30 billion yuan, reaching a net capital of 460 billion yuan at the end of the period, an increase of nearly 20 percentage points compared with the beginning of the period, and its Capital adequacy ratio was 12.02%, an increase compared with the beginning of the period (Binh, 2021). The main financial and accounting data of Bank S are as follows:

Capital Adequacy Ratio

As is well known, banks generally profit by earning the difference in loans, which means they operate on debt. Therefore, the proportion of bank capital is usually low, but banks also need a certain amount of capital to avoid risks. For banks, the higher the ratio of capital to risk assets, the stronger the ability of commercial banks to withstand various risks. The bank's equity capital and public reserves are not only a part of its core capital, but also a part of its capital stability. If a bank's core capital is more abundant, its capital will be more stable, and if the bank's common stock constitutes the core capital level, capital is sufficient. The capital of banks will be more stable.

Table 1: Capital Adequacy Ratio of Bank S

Main indicators	2021	2020	2019
Net capital	456,958	328,767	383,504
Core Tier 1 Capital	325,945	246,484	289,769
Other Tier 1 Capital	25,919	12,958	25,909
Tier 2 capital	106,469	69,933	69,420
Deductions	1,376	608	1,594
Total weighted risk assets	3,802,734	2,911,125	3,427,649
Capital adequacy ratio (%)	12.02	11.29	11.19
Tier 1 Capital adequacy ratio (%)	9.23	8.89	9.19
Core tier one Capital adequacy ratio (%)	8.55	8.45	8.43

As for the Capital adequacy ratio of banks, the Basel Accords and the CBRC have certain provisions, that is, it cannot be lower than 8%, and it also stipulates that its core Capital adequacy ratio cannot be lower than 2%. From Table 1, it can be seen that these indicators of S Commercial Bank's headquarters are far higher than industry requirements, and its capital adequacy is good, and its ability to resist risks is also good.

Results

Analysis of Deposit Loan Ratio

Bank deposit to loan ratio refers to the ratio of a bank's total deposits to its total loans. The deposit to loan ratio can to some extent reflect the credit business and asset security level of commercial banks. When the deposit to loan ratio exceeds 50%, it may indicate that commercial banks are losing money. But when the deposit to loan ratio is too low, it indicates that the bank's loan business may have certain risks.

From the descriptions in Tables 1 and 2, it can be seen that from 2019 to 2021, S Commercial Bank has significantly expanded both in terms of credit business scale and total business volume. However, although S Commercial Bank's deposit to loan ratio is not less than 50%, it shows an increasing trend year by year, indicating that the bank's asset utilization efficiency and profitability are on the rise, and S's operational situation is also improving. However, as the efficiency and profitability of banks' use of assets continue to improve, S should also correspondingly improve its ability to resist risks.

Table 2: S Bank Deposit Loan Ratio (Unit: %)

Main indicators	Standard value	2021	2020	2019
Deposit loan ratio	≤75	72.50	67.80	64.67

Analysis of Non-Performing Loans

The non-performing loan ratio refers to the classification of bank loans into five categories, among which the amount of subprime, suspicious, and loss non-performing loans accounts for the total amount of all loans. The China Banking Regulatory Commission has certain regulations on the non-performing loan ratio of banks, which generally cannot exceed 5%. From the description in Table 3 below, it can be seen that S Bank's non-performing assets are still in good condition, with its non-performing loan ratio increasing from 1.10 in 2019 to 1.65 in 2021; In 2015, the non-performing loan ratio increased significantly by 32.74%, and the proportion of non-performing credit assets increased. Although the non-performing loan ratio of Bank S is lower than the industry standard of 5%, it is showing an increasing trend year by year. Therefore, while S Bank is striving to develop its business

scale, it should also strive to control credit business risks, reduce its non-performing loan ratio, and ultimately improve S Bank's profitability.

Table 3: S Bank's Non-Performing Loan Ratio

Index	2021	2020	2019
Non-performing loan ratio (%)	1.65	1.46	1.10

Analysis of Loan Migration Rate

The bank's five level loan classification includes normal, concerned, subcategory, suspicious, and loss. These types of loans can reflect the credit quality of banks at a certain point in time, and the China Banking Regulatory Commission also stipulates the use of "risk transfer". Indicate changes in these five tier loans. Risk transfer indicators are divided into two categories: normal loan transfer rate and non-performing loan transfer rate. The normal loan transfer rate includes the transfer rate of normal loans and concerned loans, while the non-performing loan transfer rate includes the transfer rate of subcategories and suspicious loans. These indicators can show how loans at the next level become the next level.

From Table 4, it can be seen that from 2019 to 2021, the migration of S Bank loans to the next level showed an overall upward trend, with the migration rate of normal loans increasing from 2.33 to 3.62. The migration rate increased from 42.16 to 63.69, and the migration rate of suspicious loans decreased from 20.53 to 16.61; The migration rate of Subprime lending declined. Therefore, while S Commercial Bank vigorously develops its credit business scale, it still needs to improve the quality of credit assets in order to enhance S Commercial Bank's profitability.

Table 4: S Bank Loan Migration Rate (Unit: %)

Index	2021	2020	2019
Migration rate of normal loans	3.62	3.69	2.33
Migration rate of focused loans	63.69	52.96	42.16
Migration rate of secondary loans	86.99	87.33	93.77
Migration rate of suspicious loans	16.61	35.92	50.53

Internal Control Analysis of S Commercial Bank's Credit Business

At present, the risk prevention and control process of S Bank is divided into three levels, which may include a certain branch or business department of a branch, branch, and headquarters. During the entire recording process, bank credit personnel mainly rely on the customer information recorded by subordinates, and have the customer's name and basic information, and analyze to obtain corresponding evaluation results. Based on the results of the previous evaluation level, recheck the last two levels and provide the final evaluation results. The customer's loan amount is controlled from top to bottom. The amount of a single low-level loan cannot be higher than the corresponding high-level Line of credit, but

the total amount of low-level approved lines can be higher than the approved amount of high-level loans. Overall, S Bank's risk management is scientific, but there are still some shortcomings in relatively detailed indicators (such as risk warning indicators). Banks need to balance high-risk and low-risk businesses. During a certain period of time, they should not overly concentrate high-risk businesses to avoid excessive risk to business operations, nor should they overly focus on low-risk businesses to ensure bank profitability. Therefore, we should consider both high-risk and low-risk businesses simultaneously, so that they can complement each other within the same time period and maximize profits when the risk is stable.

Problems in Internal Control of Commercial Bank Credit Business

Lack of A Good Internal Control Environment

Now, the internal control system of S Bank is relatively complete. However, credit personnel did not achieve the expected results when implementing the system. Some branches or grassroots leaders only know about internal control systems. If there is a system, then the loan business indicators must be completed. Even some credit employees abuse their power to pursue performance during the credit process, which further increases S Bank's credit risk. In recent years, Bank S has been punished multiple times. On June 20, 2017, S Bank Co., Ltd. Branch seriously violated the prudent business rules and was fined 8 million yuan by the Banking Regulatory Bureau. The relevant leaders have been cancelled. Qualifications for the position and cannot be severely punished in banking work.

It can be seen that the quality of employees at S Bank needs to be improved. The employees of S Bank are unable to correctly analyze and respond to loan risks, lack the ability to identify false loan information, and lack the ability to respond. When credit risk arises, it cannot be executed. Timely control and response. Secondly, due to the lack of a scientific and reasonable incentive and assessment system, the enthusiasm of some employees has greatly decreased, resulting in a lack of professional ethics. Its manifestation is a lack of positive views on power, status, and money, which leads to the work of certain bank employees. As a behavior, the preliminary investigation work of credit business is not perfect enough, and the later loan review is not strict, greatly increasing the possibility of credit risk and affecting the overall rapid development of S Bank.

Credit asset classification standards are not conducive to risk assessment

At present, each bank of our bank mainly classifies loans based on the "Loan Risk Classification Guidelines" issued by the People's Bank of China. The relevant classification criteria mainly include procedural instructions, such as: "The repayment ability of a loan in credit classification work" is the core of the evaluation. Its operating income should be the main source of repayment, and mortgage loans should be used as an auxiliary source of repayment. When conducting credit classification, full consideration should be given to all influencing factors of credit asset repayment, and comprehensive analysis should be conducted on credit analysis. The highly general description of the text has had an impact on the classification of actual credit assets.

The current guiding principles for credit asset classification by relevant departments are mainly based on the degree of credit risk. The meaning of the five level classification criteria for credit assets is given. Factors and assessments that do not consider various credit asset risk classifications. Emphasis on specific explanations. For example, the definition of classified loans is that the borrower has adverse effects but has the ability to repay the loan principal. In practical work, there are too many qualitative factors in bank classification standards, and there are few quantitative evaluations, resulting in the lack of prominent risk identification features in credit classification, and the boundaries between the five types of loans are relatively vague. Due to the lack of quantitative evaluation, credit classification personnel will mainly use subjective judgment as the classification basis in the classification process. It is impossible to objectively reveal the degree of risk and intrinsic value of credit assets, nor can it provide sufficient evidence for the subsequent control of credit assets.

Insufficient execution of credit business control activities

Analyzing the borrower's financial report will help to understand whether the borrowing needs are genuine and reasonable, and prevent the loan from being used for other purposes, making it difficult to recover the loan in the future. The financial analysis of S Bank's customer manager is too formal. The system automatically calculates the financial ratio. It does not understand the information behind financial ratio. This is not conducive to clarifying the true purpose of the loan and losing the significance of the pre loan investigation.

Due diligence before lending not only requires credit officers to possess necessary financial knowledge, but also requires investigators to understand the borrower's industry knowledge. According to S Bank's due diligence on small business loans, S Bank does not require investigators to have a deep understanding of the customer's industry. This is not conducive to investigators understanding customers' industry policies, industry competition, and development. Other factors. In the absence of in-depth industry analysis, there will be a lack of consideration for the medium to long-term comprehensive factors of small enterprises, leading to a phenomenon of uniformity. In recent years, China has strongly supported the development of small businesses. However, due to its own resources, industry background, and economic environment, there are still many uncertainties in the survival environment of small enterprises. If investigators do not conduct in-depth analysis, it can easily lead to erroneous judgments.

Credit business audit needs improvement

Currently, risk oriented internal audit is the main audit method for provincial branches to review their credit business. Although this model can design audit plans based on the different risks of each branch's credit business, it can improve work efficiency. But there are also shortcomings:

Firstly, risk oriented internal auditing cannot be fully implemented because it has not been carried out for a long time at S Bank. Currently, it mainly relies on the experience and judgment of

auditors regarding risks, lacking the use of risk databases and mathematical statistical models, which makes it difficult to accurately quantify the impact of risks;

Secondly, the risk oriented internal audit model focuses on supervision and feedback after supervision, which is largely conducive to identifying deficiencies and deficiencies in the implementation of internal control in credit business. However, auditors are not direct participants in credit business operations. The internal control of credit business can only be improved through the execution of supervisory functions, and credit personnel cannot conduct their own understanding and psychological analysis to help credit personnel of various branches consciously comply with the internal control system of banking business and prevent illegal operations.

Discussion

Strengthen the construction of internal control environment

For banks, a good internal control culture environment is very helpful for effectively implementing the bank's internal control system and ensuring the compliance of relevant personnel, and has a good preventive effect on credit business risks. To establish a good internal control culture in commercial banks, it is necessary to establish the concept of "consciously complying with the banking system, reasonably creating a cultural atmosphere", guide bank employees to comply with the law, and establish good corporate value. Be ashamed of corruption. Starting from every business of banks, practitioners can ideologically recognize the dangers posed by the credit industry to banks and themselves, and make them consciously abide by the bank's professional ethics and internal control rules, truly achieving compliance management, management, and operation.

From the perspective of personnel recruitment, banks should expand their selection of multiple talents, improve the overall quality of talent recruitment, actively attract more talents to enter the bank, and fundamentally improve the overall quality of employees. Especially, it is necessary to improve the quality of grassroots credit practitioners. New employees with insufficient experience at S Bank can start from grassroots positions at grassroots branches and undergo annual rotation, which can enhance their practical abilities and enhance their work in various departments of the bank. Deeper understanding. Always instill credit risk awareness and improve the ability of bank employees to identify and respond to risks. Especially, the risk identification ability of some emerging credit businesses should be strengthened. Only in this way can banks more effectively respond to new credit risks brought about by market changes and strive to prevent credit risks in advance.

Improve the classification standards for credit assets

The essence of commercial banks is the entity that manages risks, and credit business is one of the main businesses of commercial banks. Scientific credit asset classification standards are conducive to promoting the stable operation and long-term development of commercial banks. Improving the classification standards for credit assets is a systematic process. It is not simply executed by S Bank

itself. It requires the participation of relevant government departments. Due to the lack of detailed credit asset classification standards developed by relevant government departments, there are various commercial banks in actual operation. There is a problem of difficulty in identifying classification features, therefore government departments should introduce specific credit asset classification criteria. In the formulation process, the principle of "promoting regulation, promoting operation, and improving efficiency" should be followed, avoiding excessive qualitative explanations of the content, and adding executable quantitative indicators. This can objectively and truly reflect the classification quality of commercial bank credit assets, and provide convenience for commercial banks.

(1) In terms of credit classification standards, it is mainly based on the relevant provisions of the Basel II Capital Accord: "Normal loans must have at least 6 levels of classification, and non-performing loans must be divided into at least 2 levels." The more detailed the loan classification standards, the more conducive it is to distinguish the classification results of different loans, reflecting their inherent quality;

(2) In terms of quantitative indicators, we want to consider the combination of loan overdue days and loan default times, because credit practice has shown that the number of loan overdue days is basically proportional to the degree of loan risk, and the longer the overdue time, the less likely it is to be recovered.

Therefore, the number of overdue days and default times is one of the important standards reflecting credit quality, and the relevant data is easy to obtain, which is conducive to the classification of credit assets. In terms of qualitative indicators, it is mainly based on the "Loan Risk Classification Guidelines" issued by the People's Bank of China. Consider the repayment ability, willingness to repay, and collateral guarantee of existing borrowers.

Strengthen the execution of credit business control activities

(1) Strengthen understanding of borrowers

The customer manager can use the public security verification system to verify whether the application materials provided by the borrower are true. When it is impossible to accurately determine whether the information is correct, you can go to the community neighborhood committee where the borrower resides. Pay attention to the borrower's self-expression and evaluation of the people around them. The people around them mainly include their relatives, colleagues, neighbors, etc. The quality of customers can also be reflected to some extent through evaluations of others and communication with borrowers. The customer manager can cross check the collected information with the information he knows to analyze whether the borrower's loan purpose is true.

(2) Strengthen financial data analysis

The customer manager starts from the borrower's financial statements, checks whether there are significant fluctuations in the current and previous period data, and asks about the relevant reasons. Emphasis is placed on verifying important current accounts, such as accounts receivable and payable,

and verifying the authenticity of current account balances against the account details of borrowers and contacts through telephone communication and on-site investigations. Correspondent information. Due to accounts receivable being an important asset of a company and the main source of repayment of loans, accounts payable reflect the payment obligations that customers need to fulfill. Obtain other business information from the borrower, such as water, electricity, and wages. Due to the fact that the company's operations are inseparable from water and electricity, verifying the consumption of water and electricity can help determine whether the borrower's operations are in line with their scale; This table can reflect the stability of customer personnel to support the customer's business scale.

(3) Improve industry analysis work

The customer manager of S Bank should strengthen the accumulation of national policies and regulations, analyze the lifecycle of the customer industry from a macro perspective, and grasp the potential operational risks they may face. Enhancing information collection capabilities, on the one hand, enhances the communication skills of customer managers, obtains information related to the development of credit work through business communication with customers, and on the other hand, improves the operational level of computers and uses databases to collect customer related information.

(4) Add pre loan risk management positions

The establishment of a pre loan risk management position is to strengthen the management and control of customers and customer managers. On the one hand, establishing risk management personnel during the lending period can deepen the understanding of the customer's basic situation and strengthen the review of the borrower's situation. Issue customer risk review reports to identify, measure, and monitor the credit risk of borrowers; On the other hand, participate in the pre loan investigation with the customer manager, implement the "dual" system to prevent the customer manager's operational risk and Moral hazard, and help the customer manager complete the due diligence work. In addition, risk control personnel can help prompt and guide customer managers in their judgment of credit risk.

Improving Credit Business Audit Work

In the context of big data, the information flow and capital flow related to credit business of commercial banks are constantly integrated and integrated, and the risks related to credit business will also show a more complex and diversified trend. The supervision scope of the bank's internal audit platform is constantly expanding. The frequency of internal auditor supervision is gradually increasing. Therefore, optimizing the existing functions of the S Bank audit platform is conducive to fully utilizing the internal supervision function of credit business audit workload, preventing credit business risks, and reducing the generation of non-performing loans.

Behavioral auditing can also be used to analyze credit officers. Behavioral auditing is a new auditing method, which combines auditing, psychology and Behavioural sciences. The main object of research is human behavior, which exists in many behaviors. Bad behavior. Behavioral auditing is a form of "people-oriented" auditing. The audit results will start from the work motivation, psychological

factors, and work methods of credit officers, and evaluate their compliance with the internal control system of credit business. In addition, behavioral auditing is a relatively new auditing concept. In the absence of an effective model, actual credit business audit operations may encounter certain difficulties. It is also necessary to improve the use of Behavioural sciences and integrate it into the internal control of credit business.

Conclusion

Nowadays, China is increasingly paying attention to the refined research of various aspects and businesses of commercial banks. At present, most commercial banks in China have established relatively complete internal control systems, but research on the credit business, the bank's largest profitable business, is still very limited, and there is still much to be improved. This article points out that the internal environment of state-owned banks' credit business is weak, the classification standards for credit assets need to be improved, and the pre loan and post loan non-performing control activities have not been fully implemented. The audit work of credit business needs to be further strengthened. Through analysis, the main reason for the internal control defects of S Bank's credit is internal reasons. Due to the lack of understanding of the meaning of credit internal control by relevant personnel, the lack of financial ethics may weaken the ability of credit internal control to prevent operational risks and reduce credit. Asset management level. It is recommended that China Construction Bank strengthen its internal environment construction from the perspective of culture and human resources, objectively reflect the quality of credit assets by improving credit classification standards, strengthening pre loan comprehensive inspection, simplifying loan approval control procedures, strengthening post loan management, optimizing the audit platform, and introducing several aspects of behavioral auditing to improve the internal control of S Bank's credit.

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RESEARCH ON THE SPILLOVER EFFECT OF CHINA'S MONETARY POLICY ON THE ECONOMY OF COUNTRIES ALONG THE "THE BELT AND ROAD"

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Abstract: In the second half of 2013, China put forward the "the Belt and Road" initiative. Over the past five years, the "the Belt and Road" strategy has been developing from point to area, focusing on Afro-Eurasia, but also opening to the world. It has become one of China's three Grand strategy. In the context of China's increasingly close ties with countries along the "the Belt and Road", the monetary policy pursued by the People's Bank of China, on the one hand, will affect the domestic economic operation, on the other hand, it will also have a certain impact on the economy of cooperative countries. Therefore, the current analysis of China's monetary policy and the spillover effects of countries along the "Belt and Road" has certain practical and theoretical significance. Based on this, this paper mainly uses the Mundell Fleming Donbush model (MFD model) to analyze the spillover effects between China and countries along the Belt and Road, and qualitatively analyzes the impact of China's currency spillover effects on countries along the Belt and Road in the process of capital flows, foreign exchange reserves and import and export trade. Then we collected the relevant information and data in the trade process between China and the countries along the "the Belt and Road". After building the corresponding model, we conducted an empirical analysis on the spillover effect, and verified and summarized the research conclusions. The final chapter proposes specific measures that China needs to take in the process of trade with South Korea based on the research content and conclusions.

Keywords: Monetary Policy, Economy of Countries along "the Belt and Road", Spillover Effect, Conduction Mechanism

Introduction

When Mr. Prime Minister Keqiang Li visited Europe, he also promoted the economic development policy. At the same time, the government work report also clearly stated that "the Belt and Road". Since then, the construction of the "the Belt and Road" has continued to advance. At this stage, the number of "the Belt and Road" cooperation countries has reached 122, and 29 international organizations have participated, most of which have joined the AIIB (Huang & Bai, 2023). According

to the "the Belt and Road" Trade Cooperation Big Data Report 2021, from 2013 to 2022, the total import and export volume between China and countries along the "the Belt and Road" increased from US \$1.04 trillion to US \$2.06 trillion, with an average annual growth of about 7.9%, which is a key part of world trade (Lu & Guo, 2021). The countries along the "the Belt and Road" are close neighbors of China, so they will be more affected and impacted by China's monetary policy than other countries. Therefore, analyzing the spillover effects of China's monetary policy can not only provide a good practical basis for China's monetary policy formulation, but also provide better suggestions and guidance for the policy game between China and other countries (Zhu, Zhou & Zheng, 2020).

Research Objectives

This study aims to explore the spillover effects of commodity market policies, with a particular focus on the spillover effects of monetary policy. The research objectives are as follows:

(1) The article will provide an overview of the spillover effects of commodity market policies, focusing on the concept of monetary policy spillover effects and revealing their mechanisms of action in the economy.

(2) Study the effect of monetary policy in MFD model under floating Exchange rate regime, understand the regulation mechanism and influencing factors of monetary policy under different Exchange rate regime, and provide reference for formulating reasonable monetary policy.

(3) Research the effect of monetary policy in MFD model under the fixed Exchange rate regime, explore the stability and scope of influence of monetary policy under the fixed Exchange rate regime, and empirical research on the spillover effect of China's monetary policy on countries along the line, to understand the impact and role of China's monetary policy on regional economy.

Through this study, we can gain a more comprehensive understanding of the theoretical and empirical research on the spillover effects of monetary policy, providing scientific basis and policy recommendations for formulating effective monetary policies and promoting regional economic cooperation.

Literature Review

Overview of the Spillover Effects of Commodity Market Policies

The concept of monetary policy spillover effects

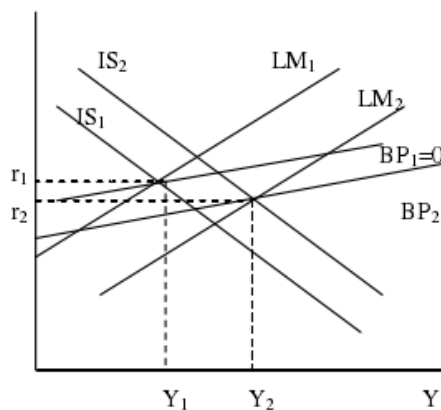
The spillover effect of monetary policy refers to the phenomenon in which, under the context of economic globalization and increased international economic activities among countries, the monetary policy formulated by a central bank of one country not only affects the domestic economic variables but also influences the economic operations of other countries through the transmission mechanism of monetary policy (Fang, 2003). This impact is known as the spillover effect of monetary policy. The existence of the spillover effect leads to a mutual penetration and mutual restraint of

monetary policies among different countries (Hindrayani, Putri & Puspitasari, 2019).

Theoretical Model of Monetary Policy Spillovers

Monetary policy effect of MFD model under floating Exchange rate regime

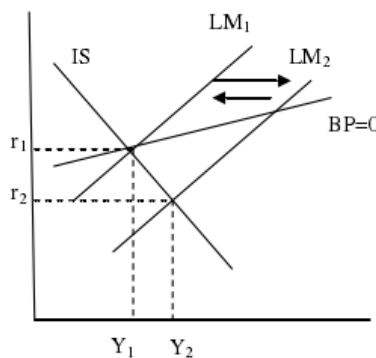
In the Mondale Fleming Donbush model, interest rate is an endogenous variable in the model, and large open economies can determine their own interest rate levels. So, when monetary policy authorities implement expansionary monetary policies, domestic interest rates decrease, capital outflows increase, local currency depreciates, exports increase, and total output increases (Bi & Ren, 2020). Reflected in the figure below, while the LM curve moves to the right, the IS curve will also move to the right due to the effect of investment increase due to the decrease of the cost of capital. The export will increase, and the BP curve will move downward, finally reaching a new Equant (Fu, 2018).



Picture 1: Effect of Expansionary Monetary Policy of MFD Model Under Floating Exchange Rate Regime

Monetary policy effect of MFD model under fixed Exchange rate regime

Under the fixed Exchange rate regime, after the implementation of the expansionary monetary policy, the local currency in the foreign exchange market will face depreciation pressure (Long, 2021). In order to maintain the original exchange rate level, the monetary policy authorities will take the operation of selling foreign currencies to buy local currency in the foreign exchange market, so that the LM curve moves to the left, and the output and interest rate return to the original level (Rosenberg, 2019).



Picture 2: Effect of Expansionary Monetary Policy of MFD Model under Floating Exchange Rate Regime

It can be seen from the above analysis that under the fixed Exchange rate regime, all monetary policy operations are invalid in order to maintain the stability of the exchange rate level in both small and large open economies; Under the floating Exchange rate regime, the expansionary monetary policy operation will increase the Money supply, and then affect the exchange rate level (Huang & Bai, 2017). At the same time, for small countries, under the open economy, the implementation of expansionary monetary policy only causes the devaluation of their own currencies and the increase of Balance of trade, and will not bring about changes in domestic interest rates and investment spending; For large economies, the operation of expansionary monetary policy will reduce the value of their own currencies and increase exports. At the same time, due to the resistance of exchange rate decline to the decline of interest rates, its change will be smaller than that of small economies, and the decline of interest rates and the increase of investment will also be smaller than that of Autarky (Hadood & Gokmenoglu, 2020).

Methodology

Model Determination and Variable Selection

Model determination

In 1980, Sims introduced the Vector autoregression (VAR) into economic research to investigate, analyze and further solve the constraint problem of condition identification in dynamic simultaneous equations. It is a model based on the statistical properties of data. It constructs the model by taking each endogenous variable in the system as a function of the lag value of all endogenous variables in the system, Thus, the univariate autoregressive model is extended to the "Vector autoregression" composed of multivariate time series variables, which has the characteristics of less recognition conditions, less restrictions on variable selection, and simple model establishment (Li, 2020). The construction of Vector autoregression (VAR) is a common analytical method to study the transmission of monetary policy and its spillover effects. The common method is to establish a pulse response function, which can better investigate the dynamic causal relationship of related variables. Therefore, this paper will study the spillover effect of China's monetary policy on countries along the "the Belt and Road" on the basis of building a VAR model (Mumtaz & Smith, 2019).

The mathematical expression for the VAR (p) model is

$$\mathbf{y}_t = \mathbf{A}_1 \mathbf{y}_{t-1} + \dots + \mathbf{A}_p \mathbf{y}_{t-p} + \mathbf{B} \mathbf{X}_t + \boldsymbol{\varepsilon}_t$$

After establishing the VAR model, select the corresponding monthly data of economic variables for stationarity testing, determine the optimal lag order, use AR root to test the model stability, and finally conduct pulse response function analysis.

Selection and processing of variables

The data used in this paper include the GDP of countries along the "the Belt and Road", total imports and exports, commodity price index, unsecured lending rate, foreign exchange reserves of

countries along the "the Belt and Road" and China's balance. The names and meanings of variables are shown in Table 3-1. Since the units of variables are different, we need to process the data logarithmically to eliminate the influence of units and prevent Homoscedasticity and heteroscedasticity.

Table 1: Variable Names and Meanings

Variable Name	Meaning	Variable Name	Meaning
<i>GDP</i>	GDP of countries along the "the Belt and Road"	$\ln GDP$	Logarithms of GDP of countries along the "the Belt and Road"
<i>TEV</i>	Total import and export volume	$\ln TEV$	Logarithm of total import and export volume
<i>PPI</i>	Commodity Price Index	$\ln PPI$	Logarithm of commodity price index
<i>R</i>	Unsecured lending rate	$\ln R$	The logarithm of the unsecured lending rate
<i>FER</i>	Foreign exchange reserves of countries along the "the Belt and Road"	$\ln FER$	Logarithms of foreign exchange reserves of countries along the "the Belt and Road"
<i>M₂</i>	Balance in China	$\ln M_2$	The logarithm of China's M2 balance

Data Description and Data Verification

Data Description

We used EViews 8.0 software to conduct descriptive statistics on the sample data from 2014 to 2017, as shown in Table 2.

Table 2: Descriptive Statistics of Data from 2014 to 2017

	LNTEV	LNPPPI	LNFER	LNR	LNLM2
Mean	15.8879	4.5036	18.9829	1.2532	12.8680
Median	16.2232	4.4899	19.2521	1.3137	12.8502
Maximum	16.9619	4.6911	19.7543	3.2438	14.3324
Minimum	14.1085	4.2416	16.7967	0.2070	11.2727
Std. Dev.	0.8967	0.1282	0.7429	0.6158	0.9468
Skewness	-0.5887	-0.1820	-1.0932	0.6316	-0.0364
Kurtosis	1.8208	1.7131	3.2387	3.9586	1.6729
Jarque-Bera	29.1580	18.7789	50.7891	26.4055	18.5490
Probability	0.0000	0.0001	0.0000	0.0000	0.0001
Sum	4003.7550	1134.9190	4783.7000	315.8028	3242.7250
Sum Sq. Dev.	201.8045	4.1246	138.5328	95.1941	224.9873
Observations	252	252	252	252	252

Next, we used Eviews8.0 software to conduct descriptive statistics on the sample data from 2017 to 2017, as shown in Table 3. In the standard deviation (Std. Dev.) statistic, the value of and is relatively large, indicating a high degree of deviation from the average of the data values, which is consistent with the results reflected by the mean, maximum, and minimum values. In the skewness statistic, the skewness value is positive and belongs to right skewness, with less data located to the right

of the mean; The skewness values of other variables are negative and belong to left skewness, with fewer data located to the left of the mean. In Kurtosis statistics, the kurtosis values are 3.403849, 3.099008 and 2.436656, which are close to the kurtosis value 3 of the standard Normal distribution, and the kurtosis values of the other variables deviate from 3.

Table 3: Descriptive Statistical Analysis of Data from 2018 to 2021

	LNTEV	LNPPPI	LNFER	LNR	LNLM2
Mean	16.61809	4.612218	19.52802	0.874602	13.65874
Median	16.69017	4.622764	19.54415	0.908259	13.73428
Maximum	16.96185	4.691073	19.7543	1.65058	14.33238
Minimum	15.96605	4.470038	19.11275	0.207014	12.76996
Std. Dev.	0.211174	0.055506	0.170808	0.437819	0.47084
Skewness	-1.052071	-0.861933	-0.589361	0.157063	-0.322828
Kurtosis	3.403849	3.099008	2.436656	2.101099	1.873566
Jarque-Bera	25.24779	16.39832	9.387081	4.986844	9.271481
Probability	0.000003	0.000275	0.009154	0.082627	0.009699
Sum	2193.588	608.8127	2577.699	115.4475	1802.954
Sum Sq. Dev.	5.841849	0.403606	3.821983	25.11078	29.04144
Observations	132	132	132	132	132

Variable Correlation Analysis

Table 4: Correlation Analysis Between Sample Variables from 2014 To 2017

	LNTEV	LNPPPI	LNFER	LNR	LNLM2
LNTEV	1.0000	0.9351	0.9555	-0.7750	0.9486
LNPPPI	0.9351	1.0000	0.8898	-0.7342	0.9450
LNFER	0.9555	0.8898	1.0000	-0.8592	0.9205
LNR	-0.7750	-0.7342	-0.8592	1.0000	-0.8542
LNLM2	0.9486	0.9450	0.9205	-0.8542	1.0000

As shown in Tables 4, in the correlation analysis between variables, the correlation coefficients between and are 0.7859, 0.6274, 0.9240, and -0.8059, respectively, indicating a relatively strong correlation between and, which is worth further research.

Table 5: Correlation Analysis Between Sample Variables from 2018 To 2021

	LNTEV	LNPPPI	LNFER	LNR	LNLM2
LNTEV	1.0000	0.7540	0.8593	-0.4049	0.7859
LNPPPI	0.7540	1.0000	0.5451	-0.2699	0.6274
LNFER	0.8593	0.5451	1.0000	-0.6255	0.9240
LNR	-0.4049	-0.2699	-0.6255	1.0000	-0.8059
LNLM2	0.7859	0.6274	0.9240	-0.8059	1.0000

As shown in Tables 5, in the correlation analysis between variables in the samples from 2018

to 2021, the correlation coefficients between and were 0.9486, 0.945, 0.9205, and -0.8542, respectively, indicating a strong correlation between and, which is worth further research.

Root of unity test

Since the data we selected is time series data, it is necessary to perform a stationarity test on the data before establishing the model. The Root of unity test is the most commonly used method for stability test. There are two methods: test and test. Test is the promotion of test, and the test method is generally used. Here, we use the test method to test the stationarity of the data. The original hypothesis of the test is that the sequence is non-stationary, and if the value is less than the critical value corresponding to the significance level, the original hypothesis is rejected and the sequence is considered stationary. Otherwise, the sequence is considered non-stationary. The results of Root of unity test of sample variables in 2014-2017 are as follows, see Table 6.

Table 6: Root of Unity Test Results of Sample Variables in 2014-2017

Variable	Inspection for (C, T, K)	Adf Value	Critical Value			P-Value	Conclusion
			1%	5%	10%		
$\ln M_2$	(C,0,15)	-1.211753	-3.457630	-2.873440	-2.573187	0.6698	Instability
$\ln TEV$	(C,0,15)	-1.900409	-3.457630	-2.873440	-2.573187	0.3318	Instability
$\ln PPI$	(C,0,15)	-1.736783	-3.456408	-2.872904	-2.572900	0.4115	Instability
$\ln R$	(0,0,15)	-1.722100	-2.574245	-1.942099	-1.615852	0.0806	stable
$\ln FER$	(C,0,15)	-2.783996	-3.456622	-2.872998	-2.572951	0.062	stable
$D(\ln M_2)$	(0,0,15)	-0.997668	-2.574674	-1.942159	-1.615814	0.2852	Instability
$D(\ln TEV)$	(C,0,15)	-4.241486	-3.457630	-2.873440	-2.573187	0.0007	stable
$D(\ln PPI)$	(C,0,15)	-8.156243	-3.456408	-2.872904	-2.572900	0	stable
$D(\ln M_2,2)$	(C,0,15)	-12.886080	-3.457630	-2.873440	-2.573187	0	stable

According to the results in Tables 3-6, the variables are stable at a 10% significance level; The variable is unstable at a significant level of 10%; The sequence after first order difference is stationary at a significance level of 1%, while the sequence after second order difference is stationary at a significance level of 1%.

Table 7: Root of Unity Test Results of Sample Variables from 2018 to 2021

Variable	Inspection Form (C, T, K)	Adf Value	Critical Value			P-Value	Conclusion
			1%	5%	10%		
$\ln M_2$	(C, 0,12)	-3.412395	-3.482879	-2.884477	-2.579080	0.0123	stable
$\ln TEV$	(C, T,12)	-3.741505	-4.029595	-3.444487	-3.147063	0.023	stable
$\ln PPI$	(C,0,12)	-2.726845	-3.481217	-2.883753	-2.578694	0.0722	stable
$\ln R$	(0,0,12)	-1.334876	-2.582872	-1.943304	-1.615087	0.1678	Instability
$\ln FER$	(C, T,12)	-3.775836	-4.031309	-3.445308	-3.147545	0.021	stable
$D(\ln R)$	(0,0,12)	-4.469582	-2.582872	-1.943304	-1.615087	0	stable

According to the results in Tables 7, the sample variables from 2018 to 2017 were stable at a significant level of 5%; The variable is unstable at a significant level of 10%; The sequence after the first order difference is stationary at a significance level of 1%.

Discussion

Determination of Optimal Lag Order

When constructing a VAR model, to ensure its stability, we need to determine the optimal lag order of the model. Considering the analysis of the dynamic characteristics of the model and the limitations of degrees of freedom, based on the principle of minimum criterion judgment, namely LR, FPE, AIC, SC, HQ minimum criterion, Eviews8.0 software was used to analyze the data from 2014 to 2017, and the following judgment results were obtained, as shown in Table 8.

Table 8: Lag Order Test Results of VAR Model from 2014 to 2017

Lag	Log L	LR	FPE	AIC	SC	HQ
0	1487.603	NA	3.81E-12	-12.10288	-12.03143	-12.07411
1	2809.058	2578.186	9.66E-17	-22.68619	-22.25746	-22.51354
2	3003.777	371.9522	2.42E-17	-24.07165	-23.28565*	-23.75513
3	3069.529	122.9162	1.74E-17	-24.40432	-23.26105	-23.94392*
4	3101.048	57.63502	1.65E-17	-24.45753	-22.957	-23.85327

From the test results shown in Tables 8, it can be seen that during the sample data period from 2014 to 2017, when the lag order is 2, the SC criterion is optimal; When the lag is 3, it is optimal under the HQ criterion, and when the lag order is 5, it is optimal under the LR, FPE, and AIC criteria. Through comprehensive consideration of various information criteria, this article sets the lag order of the model as 2 periods.

Subsequently, EViews 8.0 software was used to analyze the data from 2014 to 2017, and the following judgment results were obtained, as shown in Tables 9.

Table 9: Lag Order Test Results of VAR Model from 2018 to 2021

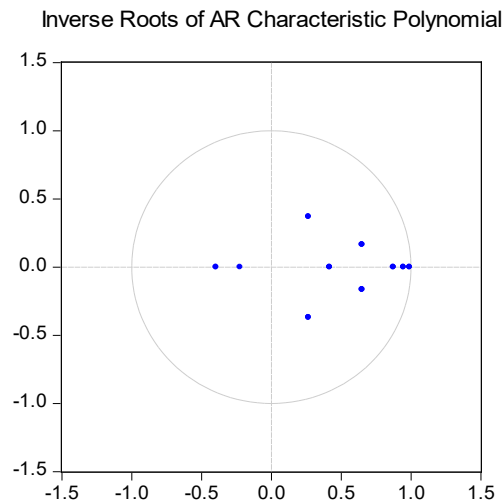
Lag	Log L	LR	FPE	AIC	SC	HQ
0	679.805752	NA	1.53E-11	-10.7112	-10.59865	-10.66548
1	1615.37929	1782.045	8.11E-18	-25.16475	-24.48945	-24.8904
2	1686.243462	129.3552	3.92E-18	-25.89275	-24.65469*	-25.38977*
3	1711.194224	43.56482	3.94E-18	-25.89197	-24.09116	-25.16036
4	1743.366276	53.62009	3.55e-18*	-26.00581	-23.64225	-25.04557

From the test results shown in Tables 9, it can be seen that during the period from 2018 to 2021, the SC and HQ criteria are optimal when the lag order is 2; When the lag is 4, it is optimal under the FPE criterion, and when the lag order is 5, it is optimal under the LR and AIC criteria. Through

comprehensive consideration of various information criteria, this article sets the lag order of the model from 2018 to 2021 as two periods.

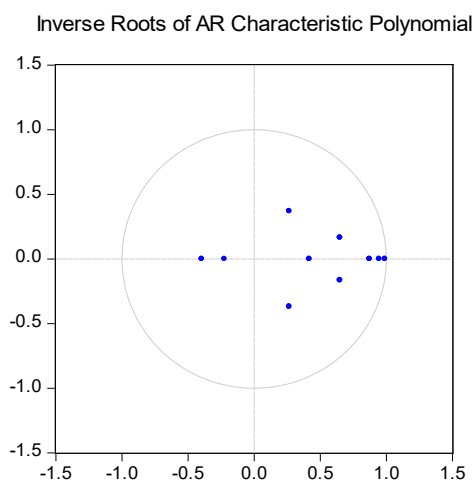
AR Root Distribution

After determining the lag order of the model, it is necessary to conduct a stability test on the model with a lag order of 2 to ensure the effectiveness of subsequent analysis such as pulse response function. The VAR model requires that the reciprocal of all characteristic root modules is less than 1, that is, they are located in the Unit circle. We use Eviews80 software to test the AR characteristic circle of the data model during the sample period of 2014-2017, as shown in Picture 3.



Picture 3: AR Feature Circle Test of Sample Data Model from 2014 To 2017

As can be seen from Figure 3-1, in the VAR model built in this paper, the reciprocal of all characteristic root modules during 2014-2017 are located in the Unit circle, so the model is stable.



Picture 4: AR Feature Circle Test of Sample Data Model from 2018 To 2017

As can be seen from Figure 3-2, the reciprocal of all characteristic root modules of the 2018-2021 sample data VAR model built in this paper are located in the Unit circle, so the model is stable.

Pulse Response Function Analysis

(1) $\ln TEV$ in M_2 impulse response analysis

Table 10: Pulse Response Values for The Period from 2018 To 2021

Period	LNTEV	Period	LNTEV
1	0	6	0.007257913
2	-0.014215729	7	0.006857269
3	0.000936336	8	0.00624027
4	0.004666435	9	0.005762381
5	0.007676009	10	0.005278204

From Table 10, it can be seen that when an impact is given, a response is made in the second phase, with a negative response value and a continuous positive response value thereafter. The maximum response value in the fifth phase is 0.007676009. Therefore, we can deduce that the implementation of China's quantitative easing monetary policy has a spillover effect on the total import and export volume, and the direction of the spillover effect is first negative and then positive.

(2) $\ln PPI$ in M_2 impulse response analysis

Table 11: Pulse Response Values for Pairs

Period	LNPPPI	Period	LNPPPI
1	0	6	0.001679779
2	0.000673122	7	0.00171553
3	0.001057474	8	0.001702278
4	0.001386198	9	0.001652952
5	0.001572018	10	0.001581626

From Table 11, it can be seen that when subjected to an impact, a response was made in the second phase, and the response value remained positive. Therefore, we can conclude that during the period of 2018 to 2021, the implementation of China's quantitative easing monetary policy has a spillover effect on the commodity price index, and the direction of the spillover effect is positive.

(3) $D(\ln R)$ in M_2 impulse response analysis

Table 12: Pulse Response Values for The Period from 2018 To 2021

Period	LNR	Period	LNR
1	0	6	0.001996672
2	0.002233549	7	0.001465464
3	0.000680573	8	0.000913226
4	0.001743568	9	0.000459589
5	0.002070602	10	0.000151867

From Table 12, it can be seen that when an impact is given, a response is made in the second

phase, and the response value remains positive and gradually decreases. Therefore, we can conclude that during 2018-2021, the implementation of China's quantitative easing monetary policy has a positive spillover effect on unsecured lending rates of countries along the "the Belt and Road", which has a certain impact on the stability of unsecured lending rates of countries along the "the Belt and Road".

(4) In $FER \ln M_2$ impulse response analysis

Table 13: Pulse Response Values for The Period from 2018 To 2021

Period	LNFER	Period	LNFER
1	0	6	0.003866796
2	0.001712914	7	0.003710685
3	0.00259763	8	0.003500466
4	0.003520312	9	0.003277024
5	0.003820643	10	0.003073065

From Table 13, it can be seen that when an impact is given, a response is made in the second phase, with a consistently positive response value, and the response value in the sixth phase is the highest, at 0.003866796, which gradually decreases thereafter. Therefore, we can conclude that during 2018-2021, the implementation of China's quantitative easing monetary policy has a positive spillover effect on foreign exchange reserves of countries along the "the Belt and Road".

Conclusions

1. Spillover effect of China's first round of monetary policy on the economy of countries along the "the Belt and Road"

From the empirical analysis results, we can see that during 2014-2017, the implementation of China's quantitative easing monetary policy has a spillover effect on the total import and export of countries along the "the Belt and Road", and the direction of the spillover effect is first negative, then positive. The implementation of China's quantitative easing monetary policy has a spillover effect on the commodity price index, and the direction of the spillover effect is positive. The implementation of China's quantitative easing monetary policy has a positive spillover effect on unsecured lending rates of countries along the "the Belt and Road", which has a certain impact on the stability of unsecured lending rates of countries along the "the Belt and Road". The implementation of China's quantitative easing monetary policy has a positive spillover effect on foreign exchange reserves of countries along the "the Belt and Road".

2. Spillover effect of China's second round of monetary policy on the economy of countries along the "the Belt and Road"

From the empirical analysis results, it can be seen that during the period from 2018 to 2021, the implementation of China's quantitative easing monetary policy has a spillover effect on the total import

and export volume, and the direction of the spillover effect is first negative and then positive. The implementation of China's quantitative easing monetary policy has a spillover effect on the commodity price index, and the direction of the spillover effect is positive. The implementation of China's quantitative easing monetary policy has a positive spillover effect on unsecured lending rates of countries along the "the Belt and Road", which has a certain impact on the stability of unsecured lending rates of countries along the "the Belt and Road". The implementation of China's quantitative easing monetary policy has a positive spillover effect on foreign exchange reserves of countries along the "the Belt and Road".

Suggestions

1. Leveraging China's own economic advantages, deepening exchange rate reform, and continuing to promote a prudent monetary policy

In terms of the global economic environment, there are significant differences in the direction of implementing monetary policy among countries. On the one hand, the United States tightened its monetary policy by raising interest rates; On the other hand, Japan and European countries still maintain loose monetary policies, especially Japan's ultra-quantitative easing monetary policy, which shows no signs of exiting. In the complex global economic environment and its unique structural system, China's monetary policy still needs to be based on a stable tone.

2. Strengthen the flexibility of economic policies, promote international coordination of policies, and enhance the level of the world economy

In this increasingly interconnected world economy, if countries can communicate and consult through a certain coordination mechanism within a certain framework system when formulating their own monetary policies, it can greatly reduce the potential risks and international conflicts brought about by unilateral policies, thereby ensuring the effectiveness and stability of policy implementation. Under normal circumstances, governments of various countries formulate policies based on their own positions and prioritize their own interests. Therefore, when formulating policies, the central bank not only needs to consider the benefits brought by the international coordination mechanism mentioned above, but also needs to take preventive measures in advance for non-cooperative attitudes of other countries, and try to offset the negative impact on their own economic development as much as possible.

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STUDY OF FINANCIAL STRATEGY BASED ON THE CORPORATE LIFE CYCLE: TAKE CASE STUDY OF MONMILK GROUP

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Abstract: The current financial strategy research can be found that people mainly focus on the analysis of the financial environment and industry analysis, which is not obvious for the practical guidance of financial strategy. Only when the stage of the organization is correctly defined can a suitable financial strategy be chosen. This study aims to study the financial strategies of Monmilk Company under different life cycles from the corporate life cycle theory.1). To identify the several life cycles stages of a company, based on the life cycle theory.2). To analyze the financial characteristics of the company at each life cycle stage.3). To determine the financial strategic aims of the company at each life cycle stage. This paper uses qualitative research methods, using case study and literature method. The content of the first two chapters of this paper provides the theoretical foundation for the writing of the fourth chapter, while the content of the third chapter provides the practical foundation for the writing of the fourth chapter, so that the financial characteristics and financial targets of each cycle stage analyzed in the fourth chapter are based on the foundation of the first three chapters. The case used in the article is mainly selected representative of the listed company a Monmilk Group, enterprise related information from the China Marketing Network, Monmilk Group web page, China Enterprise Management Network, etc., for the financial strategy studied in this paper to select the information needed, and the selection of relevant literature based on theoretical analysis of some of the literature needed. Different enterprises should have different financial strategies at different stages of their life cycle. Therefore, this paper chooses to analyze the financial characteristics and financial goals of enterprises as the purpose of this paper when studying the choice of financial strategies. The result of this study is that the financial characteristics of the company are different in each period, which leads to different financial targets in that period. So, each company has to develop the overall strategy and choose financial strategy according to the characteristics, and financial objectives of the company.

Keywords: Corporate Life Cycles, Financial Characteristics, Financial Targets, Financial Strategy

Introduction

Human beings have been engaged in entrepreneurial activities for more than 1,000 years, and

while thousands of new enterprises are established every year, very few have operated for more than 100 years (Li, 2013). According to Fortune magazine (No. 6, 2002), 62 per cent of enterprises in the United States have a lifespan of less than five years, only 2 per cent have a lifespan of 50 years, the average lifespan of small and medium-sized enterprises (SMEs) is less than seven years, and the average lifespan of a large enterprise is less than 40 years: the average lifespan of a general multinational corporation is 10-12 years; the average lifespan of a top 500 enterprise is 40-42 years; and the average lifespan of a top 1000 enterprise is 30 years (Pan, 2014). The average lifespan of the world's top 500 companies is 40-42 years, and the average lifespan of the world's top 1,000 companies is 30 years. According to Japan's Nikkei Business (No. 4, 2002), the average life expectancy of Japanese enterprises is 30 years. Before 1993, the average life span of private enterprises in China was only 4 years, but it increased to 7.02 years in 2000, and the average life span of group companies in China is about 7-8 years. How to make enterprises develop healthily and sustainably has become the focus of attention of the business and academic circles (Zhou, 2015).

There is a close link between financial strategy research and enterprise life cycle research in terms of goals and objectives. This is because the purpose of analyzing the life cycle of an enterprise is to better understand the normal development process of an enterprise and to find ways to extend its life. In contrast, the purpose of financial strategy is to enhance the competitive strength of the enterprise, to maintain healthy and sustainable development, and to continuously create enterprise value.

Problems Statements

These companies have strong technological and brand advantages, and are not lacking in resources and talent, but the root cause of this outcome is the inappropriate use of financial strategy. Although academics have realized the importance of financial strategy, and launched a certain research work, but throughout the current financial strategy research can be found, people mainly focus on the financial environment analysis and industry analysis, and on this basis to establish financial strategy (Tang, 2015). This is not obvious for the practical guidance of financial strategy. Therefore, this paper chooses the proposition of corporate financial strategy for research, trying to find a series of financial strategies that can maintain the sustainable development of enterprises (Han & Xu, 1997).

There are differences in the financial strategies and financial objectives of enterprises in different life cycle stages. Only by correctly delineating the stage of an enterprise can a suitable financial strategy be selected. Only when the financial strategy is correctly utilized, can we ensure the development of the enterprise. This thesis focuses on the financial strategy of enterprises from the perspective of life cycle.

Research Objectives

Only when the stage of the organization is correctly defined can a suitable financial strategy be chosen. This study aims to study the financial strategies of Monmilk Company under different life

cycles from the life cycle theory.

1. To identify the several life cycle stages of a company, based on the life cycle theory.
2. To analyze the financial characteristics of the company at each life cycle stage.
3. To determine the financial strategic aims of the company at each life cycle stage.

Literature Review

Corporate Life Cycles Theory

Since the 1950s, many scholars have begun to pay attention to the enterprise life cycle theory and have examined and studied it from different perspectives.

During the gestation and early growth period, the enterprise has a single product and the entrepreneur assumes the responsibility of managing all the affairs of the enterprise.

The firm grows through technological advancement, innovation, and entrepreneurship to give the firm an initial size, and at this stage the firm is concerned with access to secure financial resources (Sun, 2014). In the growth stage, rapid expansion occurs, the firm can produce a wide range of products, the size of the firm begins to increase, the operation of the firm becomes more complex, and more emphasis is placed on establishing rules and regulations and maintaining the organizational structure, and for the betterment of the firm, it is necessary for the managers to delegate authority to their subordinates (Zang, 2015).

The organizational structure begins to be standardized. When the enterprise moves towards the maturity stage, the original rules and regulations constrain the rapid development of the enterprise, or the original rules and regulations are no longer suitable for the development of the enterprise, reducing the flexibility of the enterprise, which may lead to the decline of the enterprise, at this time the enterprise can be developed through the development of a variety of products, the implementation of diversified business strategy to avoid the decline of the enterprise (Zhang, 2015).

After a recession, the company either dies or enters a recovery phase or the next stage of the life cycle in which the company must change in order to continue to survive. Although there is a natural progression in the cycle, it is possible to change the state of the cycle by taking appropriate measures.

Corporate Life Cycles Research

Edis studied the life cycle of enterprises from the perspective of enterprise culture. He points out that the life cycle of an enterprise goes through a growth stage (gestation, infancy and toddlerhood, adolescence, and adulthood of the enterprise) and an aging stage (stabilization, aristocracy, bureaucracy, and death) (Chen & Zhao, 2014). According to him, enterprises may fall into different traps at different stages. For example, in the early stage, enterprises are prone to fall into the entrepreneurial trap; in the adolescent stage, they face the problem of conflict between the newcomers and the old. His theoretical system is relatively systematic, and therefore has been widely adopted and validated. However, it should be noted that Edis only defines the different stages of the life cycle from the perspective of the culture

of an enterprise, and does not use quantitative methods and specific indicators to scientifically measure and define the different stages of the life cycle of an enterprise, as well as the turning points of each stage.

Goldner (2010) argues that organizations, like people and plants, have a life cycle, ranging from energetic and adaptable youth to flourishing middle age and weathered old age. But organizations are different from people and plants in that their life cycles are unpredictable. The weakness of the article is that the organizational revitalization rules are not very applicable to firms in the market and do not provide much guidance to firms.

Daft (1999) has proposed that organizational development goes through four major stages: entrepreneurial stage, collectivization stage, standardization stage, and refinement stage, in which enterprises face different crises, and they need to overcome the crises continuously in order to develop sustainably. This article studies the characteristics of each stage of organizational development from the perspective of pure management principles, which greatly enriches the life cycle theory from a theoretical point of view.

Financial Strategy Research

Bender and Ward (2013) introduce the basic concepts of corporate finance strategy and the position of corporate finance in the company's business strategy; secondly, based on the theory of the life cycle of the enterprise, we discuss the characteristics of the stage of the enterprise, and analyze the investment strategy, fund-raising strategy, and income distribution strategy of startups, growth companies, mature companies, and declining companies. For example, in the start-up stage, the enterprise faces high business risk, its source of capital is mainly venture capital, and the dividend distribution adopts zero distribution policy; the growth company has higher business risk, its source of capital is equity capital, dividends are paid according to the nominal dividend payout ratio, and its growth prospect is better; the mature company has medium business risk, it can obtain capital through retained earnings and liabilities, and its dividend distribution policy is high dividend payout ratio; the declining enterprise has low business risk but high financial risk, and its dividend distribution policy is high dividend payout ratio; and it can obtain capital through retained earnings and liabilities. Declining companies have a low business risk but a high financial risk, are mainly financed by debt, pay full dividends, and should revisit their financial strategy, for example, by considering the cost structure of the company and evaluating their business activities.

Liu (1997) used the theory and method of corporate strategy to study the problem of fund raising and income distribution, which showed the direction of financial management research, and believed that corporate strategy is in the leading position and has a guiding role in financial strategy, while financial strategy is relatively independent and supports corporate strategy, but did not make further discussion.

Lu (2014) systematically introduces the definition and connotation of financial strategy, and

studies the relative independence of financial strategy, and analyzes the relationship between financial strategy and other strategies of the enterprise, starting from the environmental analysis, and studies the merger and acquisition strategy, financial strategy of small and medium-sized enterprises, capital structure strategy, financial strategy of the group enterprise and multinational enterprise, the advantage of which is that it has a theoretical guidance for the formulation of the enterprise's financial strategy. The advantage is that it has theoretical significance for the formulation of financial strategy of enterprises. Professor Yan (2015) divides financial strategies into rapid expansion financial strategies, steady development financial strategies and defensive contraction financial strategies, and believes that environmental analysis is the center of gravity of financial strategy management.

Methodology

This paper uses qualitative research methods, using case study and literature method. The content of the first two chapters of this paper provides the theoretical foundation for the writing of the fourth part, while the content of the third chapter provides the practical foundation for the writing of the fourth chapter, so that the financial characteristics and financial targets of each cycle stage analyzed in the fourth chapter are based on the foundation of the first three chapters.

The case used in the article is mainly selected representative of the listed company a Monmilk Group, enterprise related information from the China Marketing Network, Monmilk Group web page, China Enterprise Management Network, etc., for the financial strategy studied in this paper to select the information needed, and the selection of relevant literature based on theoretical analysis of some of the literature needed.

There exists a relationship between the financial strategy of an enterprise and the life cycle of an enterprise, and the financial characteristics and financial goals of enterprises at different stages are different, which leads to different choices of financial strategies different financial strategies should be adopted at different stages of the life cycle of an enterprise. Different enterprises should have different financial strategies at different stages of their life cycle. Therefore, this paper chooses to analyze the financial characteristics and financial goals of enterprises as the purpose of this paper when studying the choice of financial strategies.

Results

According to the theory of enterprise life cycle and the previous on the enterprise life cycle of the relevant research induction, decided to case study of Monmilk Group and use the following four period to analyze: start-up, growth, maturity, and recession period. Company has different characteristics at different stages, different strategic objectives of enterprises at different stages lead to different financial strategy measures, and whether the application of enterprise financial strategy is appropriate depends to a certain extent on whether the financial objectives are correct.

Case Study of Monmilk Group

Monmilk has created the biggest miracle in China's dairy market, and has grown from a "latecomer" to a leading company in the industry. The story of Monmilk's rapid growth is, to a large extent, an example of the successful implementation of an expansionary financial strategy.

Monmilk used virtual association to integrate many social resources. The production of ice cream and dairy products requires the support of many milk stations, and while many domestic enterprises traditionally spend their own money to build milk stations, Monmilk fully utilized local resources without spending a penny to build milk stations, and Monmilk has more than 500 milk trucks, all of which were purchased with private funds, and not even one of which was purchased by Monmilk itself (Wang, 2015). In addition, Monmilk tilted its financial resources toward marketing and product quality; in 1999, Monmilk raised more than 10 million yuan, of which more than 3 million yuan was spent on advertising, using one-third of the money to capture the consumer's mental resources. In addition, Monmilk spared no effort in financial support for product quality. Monmilk pays special attention to the quality of its products, and in order to ensure the quality of its products despite the lack of capital at the start-up stage, Monmilk has spent a huge amount of money to build China's first "sauna workshop for milk trucks".

A clear sign of a high-growth company is high sales growth. When faced with high sales growth, high-growth firms are often extremely cash-starved, mainly because increased sales usually lead to an increase in assets such as inventories and accounts receivable. The greater the tension in sales growth, the greater the capital starvation. In order to solve the problem of capital hunger, Monmilk's financing channels went from private capital to venture capital, and from venture capital to industrial capital.

Less than half a year after its launch, capital became a huge bottleneck for Monmilk's development. So, Monmilk began to private capital financing. 18 August, Inner Mongolia Monmilk Dairy Co., Ltd. was registered in the Inner Mongolia Bureau of Industry and Commerce, with a registered capital of 13,980,000-yuan, legal representative Niu Gensheng, a total of 10 initiators.

On December 19, 2002, Monmilk began to use venture capital financing. Morgan Stanley, Hong Kong's CDH, and Britain's Yinglian invested more than US\$26 million (RMB 216 million) in Monmilk at one time, holding a total of about 32% of Monmilk Dairy's shares. A year later, in the fourth quarter of 2003, these three international investment institutions again increased their capital and shares in Monmilk by US\$35 million. The good international background of the three investors, including Morgan Stanley, opened a shortcut for Monmilk's overseas listing. Monmilk's shares were successfully listed on the Hong Kong Stock Exchange on June 10, 2004, with a par value of HK\$0.10 per share and an offer price of HK\$3.925 per share, issuing 250 million new shares and raising nearly HK\$1.4 billion in IPO financing (Zhou & Gu, 2016).

In August 2005, Monmilk started to use industrial capital to raise funds to cooperate with

international dairy giant Ala Fuzzy of Denmark in the production of high-grade milk powder for infants and young children. The cooperation is based on Monmilk's brand, market network and the plant in the fifth phase of the project, and Ala Fuzzy's technology, R&D, and management. The two companies jointly invested 540 million RMB, introduced international first-class equipment, and set up the largest milk powder plant with a registered capital of 180 million RMB and a design scale with an annual production capacity of 20,000 tons of milk powder. Monmilk accounted for 51% of the shares, Ara Fuzzy accounted for 49%. Continuous fund-raising to make Monmilk's capital flow beyond the "around the speed", so that the enterprise avoided facing difficulties, dangerous, desperate, and even dead situation.

The rapid expansion of Monmilk's scale is inevitably accompanied by financial risks, and Monmilk mainly adopts the risk control system to avoid the group's financial risks. The risk control system is one of the core elements of Monmilk's expansionary financial strategy, which includes four major subsystems: centralized financial organization and management system, information system, financial evaluation system, and capital budget accounting and management system (Luo & Wang, 2016). It can be said that the success of Monmilk's mergers and acquisitions depends fundamentally on the enterprise's risk control system.

Start-Ups Period Analysis

Financial Characteristics

Enterprises at the start-up stage are like newborn babies, with very weak resistance and the possibility of falling ill at any time. Therefore, enterprises at this stage should take survival as the goal of their development. At the start-up stage, enterprises need to invest a lot of humans, financial and material resources, but the output is very little, the image of the enterprise has not yet been formed, and the success of product development and market development determines whether the enterprise can be successful or not. Therefore, the efforts of a start-up enterprise should be directed to research and development of new products, opening the market, and increasing the popularity of the products. The financial risks of start-ups mainly include operational risks and financial risks. Operational risk refers to the uncertainty of the enterprise's future operating income due to changes in external conditions and internal factors, and the enterprise operates in an uncertain environment. At this stage, due to the small size of the enterprise, unclear responsibilities of the management personnel, the lack of a set of scientific management system, the enterprise management is not standardized, coupled with the rapidly changing market, the enterprise's ability to resist environmental changes is weak. Many enterprises in order to save costs and reduce financial personnel, the original should be completed by the finance, accounting, and cashier of the work of three people to a person to complete the accounting control is weak, poor supervision. Specific manifestations are: lax cash management, idle or insufficient funds; violation of cash management regulations, cash sitting; fixed assets management is out of control, fixed assets increase or decrease without accounting, daily accounting does not provide or more depreciation; slow

turnover of accounts receivable, difficult to recover funds; poor control of inventory, stagnant funds: cost control is backward, cost accounting is not real and so on.

Financial Targets

The strategic goal of a start-up enterprise is to survive and develop, and the focus of the enterprise is how to gain a foothold in the market. The financial goal of the enterprise at this stage should be to maximize sales. This theory was first proposed by Baumol, maximizing sales as the goal of the enterprise is because in the start-up phase of the enterprise shortage of funds, and banks and other financial institutions to give loans to enterprises mainly depends on the enterprise's sales, as long as the enterprise's sales expand, the bank will be willing to give loans to the enterprise, but if sales decline, the market share will be reduced, and competitive position will be weakened, banks and other financial institutions will not give loans to the enterprise. The bank and other financial institutions will not give loans to the enterprise. It can be said that the number of sales determines the amount of financing for the enterprise.

In addition, the workers are not skilled, the quality of products is not stable, the scale of production is small, the fixed cost is high, the enterprise is in the state of loss, the key to turn the loss into profit is to expand the sales of the enterprise, and the maximization of sales provides the basis for the subsequent development of the enterprise. At this stage, the enterprise should take the production strategy as the focus of the enterprise strategic management, through the rapid expansion of enterprise sales, to obtain the funds needed for the growth of the enterprise, to reduce the risk of the enterprise's operation, and to lay a good foundation for the enterprise's future survival and development. Therefore, maximizing sales is the financial goal of start-up enterprises.

Growth Period Analysis

Financial Characteristics

After the enterprise has passed the start-up stage, the rapid development of the enterprise will come. At this stage, the new products have been successfully introduced to the market and the sales scale has begun to expand, and the success of the enterprise mainly depends on the success of the sales activities, so the focus of the enterprise's strategy should be concentrated on the sales activities. At this stage, the leading products of the enterprise have been formed, and there is a certain amount of sales revenue and cash flow, which makes it easier for the enterprise to raise funds compared with the start-up stage, but the enterprise still needs more cash inputs because of more capital expenditures for research and development, expansion of production capacity, and market share, etc. Although the business risk of the enterprise during the growth period is reduced compared with that of the start-up enterprise, its absolute value is still very high.

Enterprises at this stage should be careful to avoid falling into the diversification trap. If we blindly emphasize the expansion of development scale, we will neglect the sustainable development of the enterprise and easily fall into the diversification expansion trap. Diversification of the expansion of

the enterprise may initially expand sales, but not more and more profit, but more and more money, because the success of diversification needs strong financial strength as a backing, and the growth period of enterprise strength is far from enough to support the enterprise involved in too many areas of the industry. With the continuous expansion of business, the financial requirements of enterprises are also increasing, so the lack of a sound financial system and weak internal control have become a problem for growing enterprises.

Financial Targets

The strategic goal of a growing enterprise is to develop and grow. This is a critical period for the development of an enterprise, and if it develops smoothly, it may become a giant enterprise, or vice versa, it may lead to the bankruptcy of the enterprise. The main task of an enterprise is to expand its market share, gain profits and strengthen its competitive power, so its financial goal is to maximize profits based on expanding sales. Marketing strategy in the growth period should replace production strategy as the core of enterprise management. In order to grow up quickly, the enterprise has to realize profit on the basis of maximizing sales in the initial period, although the enterprise has a certain amount of cash inflow, but the increase of the enterprise's expenses for sales and other aspects makes the enterprise's net cash flow still not enough to cover the expenses, if the enterprise is still losing money like in the initial period in the growth period, then the enterprise will have the danger of closing down, the enterprise can only guarantee the subsequent development if it realizes profit. Therefore, profit maximization is the financial goal at this stage.

Maturity Period Analysis

Financial Characteristics

This stage is the peak of enterprise development, market competition has begun to intensify, the enterprise is unlikely to continue the scale of expansion of the growth stage, the speed of development of the enterprise has slowed down significantly, the product has gradually reached maturity, the sales revenue has increased dramatically, the enterprise has a large amount of money, has formed its own brand products, the corporate image has been established, but the R & D capacity has gradually weakened. Since the cash flow of the enterprise is easy to predict at this stage, the high investment in marketing in the growth period has changed to high market share in the maturity period, and the business risk of the enterprise has been reduced, of course, the business risk at this time is related to the time of stabilizing the development of this stage and whether the company can maintain a high market share. Therefore, the enterprise should pay attention to the investment and development of new products to replace the original old products in time to occupy the market and expand the business channels, but to prevent the emergence of survival crisis.

At this stage, the enterprise faces two risks:

- 1). The profitability of the main products has declined, and the enterprise lacks new profit growth points. Most of the enterprises started from the production of a certain product or a certain type

of product, and after a certain period, the product has entered the maturity period, and due to the entry of competitors in the market, price competition has become a common means used by enterprises. Due to the entry of competitors in the market, price competition has become a common means used by enterprises. Lower prices lead to a decline in the profitability of enterprises, and this market state therefore restricts the further development of enterprises. At this point, technological innovation and new product development are the ways to promote further growth. Diversification is the most common strategy adopted by most enterprises, as they are large in scale and rich in capital, and can provide financial security for diversification.

2). Enterprises face growth limits. In the maturity period of most enterprises, it is difficult to further increase the growth rate and scale of enterprises after reaching a certain level, and enterprises are facing the growth limit currently. How to solve the problem of growth limit has become the focus of enterprise research. For example, Giant Group has become a large-scale enterprise in a few years with amazing development speed, and its products involve health care products, pharmaceuticals, computers, and real estate, etc. The rapid increase of personnel and large investment in promotional advertisements have made the enterprise a sensation for a while. Of course, this expansion did not last long, but the financial problems of the enterprise came to the forefront, and the enterprise eventually collapsed because it was unable to repay its debts when they fell due, its real estate was seized, and it was unable to continue with its original investment projects.

Financial Targets

The financial position of a maturing enterprise has a significant impact on the enterprise, and therefore finance is at the heart of enterprise management. The strategic target of the enterprise is to consolidate and improve. The enterprise has developed to a certain scale, has considerable profitability, and the quality of products and market sales have stabilized. The financial goal of the enterprise at this stage is to maximize its value. Enterprise value is the market value of enterprise assets, enterprise value maximization should not only pursue the current profitability, but also pay more attention to the future profitability of the enterprise, which is closely related to the amount of future cash flow of the enterprise, which also involves the risk factor, the enterprise should pay attention to the ability of sustainable development in the maturity period. During the maturity period, the enterprise has already stabilized in all aspects and has positive net cash flow, which is the peak period of the development of an enterprise. At this time, the enterprise should pay attention to the long-term development of the enterprise and try to prolong the life of the enterprise as much as possible. If profit maximization is taken as the financial goal, it will easily lead to short-term behavior, which is not conducive to long-term development, and profit maximization is not in line with the requirements of modern enterprise strategic management. It is also inappropriate to maximize sales as a financial goal because the products of the enterprise have been recognized by customers and the customer base is relatively stable, so the enterprise should ensure the existing market share rather than continue to spend manpower and resources to expand the market

share. Therefore, setting the financial management objective as enterprise value maximization reflects the sustainable development of the enterprise on the one hand, and on the other hand, it can consider the relationship between risk and reward, calculate the investment return of the enterprise based on the intervals of value, and avoid the pursuit of immediate profit by the enterprise, and should pay more attention to the future development of the enterprise.

Recession Period Analysis

Financial Characteristics

The transition from maturity to decline is the result of a series of competitive intensifications, including technological substitutions, shifts in consumer preferences, and changes in product mix. A direct sign that a business has entered the decline stage is the shrinking of market demand. At a certain stage of development, some large-scale enterprises are prone to the problems of large-scale enterprise disease, such as slow response to the market, rigid thinking, bloated organizations, aging products, and outdated technology. Currently, the market demand for products gradually decreases, the enterprise's market share is also shrinking, short-term profitability has dropped significantly, the enterprise's operating ability is weak, and other competitors seize the enterprise's original market. The main risk faced during this period is that the external business environment suddenly undergoes some relatively small changes, which may force the enterprise to terminate its operation. Low operational risk can be complemented by high financial risk, which can be realized through high dividend payout ratio and the use of debt financing. Life cycle theory compares a firm to a living organism, but the difference between a firm and a living organism is that the death of a living organism is inevitable, while the death of a firm is not. Enterprises in recession can be reborn by reducing costs, developing new products, diversifying operations, and choosing new industrial fields. Therefore, enterprises should pay attention to the development strategy, accelerate the transformation of the enterprise, accelerate the development of new products, or prepare for the exit of the enterprise, of course, the enterprise can also seek new development space, so that the life cycle of the enterprise will enter a new cycle.

Financial Targets

The strategic goal of a business in decline is to maintain and transform. The financial goal of this stage is to maximize the net cash flow. Whether the enterprise has the strength to develop has a lot to do with the profit, but it mainly depends on whether the enterprise has enough cash flow to satisfy the expenditure in all aspects of the enterprise, in a way, the size of the net cash flow determines the survival and development of the enterprise. At this stage, the enterprise has a stable market share, but the sales volume has a negative growth; the enterprise has recovered a large amount of accounts receivable, the potential investment projects have not been determined, and a large amount of idle funds are likely to be abused, so how to recover the funds as soon as possible and ensure that they are effectively utilized is the key point of financial management. Maximizing net cash flow as the financial management objective of the enterprise is in line with the requirements of enterprise development,

which is convenient for managers to carry out financial management activities and overcome the enterprise's behavior of pursuing short-term profits.

Discussion

The theory of financial strategy is broad and rich, providing a framework for analyzing firms in the marketplace and dissecting their financial activities. However, due to the limited space, it is impossible to analyze every strategy at every stage in detail. Therefore, the following recommendations are made to address the shortcomings of this paper. Enterprises should establish the value of financial strategy. It is necessary to pay attention to the financial strategy of the enterprise and formulate the financial strategy from the perspective of the enterprise strategy. The formulation of financial strategy must serve the overall strategy of the enterprise and guide the financial activities of the enterprise. Make full use of the capital market to seek the funds needed for the development of the enterprise, and provide the conditions for the financing of the enterprise. Many modern enterprises have adopted this approach, Monmilk Group is a successful case. In order to avoid the risk, it is better to develop the risk prediction system.

Conclusions

The formulation of an enterprise's financial strategy is closely related to the stage of development of the enterprise. Different financial strategies should be chosen for different stages of development. If the stage of development of an enterprise is wrongly defined, it will lead to failure in the formulation of its financial strategy, which may result in a financial crisis. Therefore, when choosing a financial strategy, an enterprise must first define its stage of development. For example, at the start-up stage, an enterprise adopts the fund-raising method of mainly equity capital, supplemented by borrowed capital, and adopts the policy of centralized investment and zero dividend distribution; at the growth stage, there are more ways of fund-raising and investment, and the enterprise can flexibly choose the fund-raising and investment methods according to the development situation, and adopts the policy of distributing a small amount of dividends in dividend distribution; at the maturity stage, the enterprise can use the methods of capital operation and other ways of fund raising, and adopt diversified operation methods to seek for the development of financial crisis. In the mature stage, the enterprise can use capital operation to raise funds and adopt diversified operation to seek enterprise development again; in the declining stage, the enterprise should try to prolong the aging of the enterprise and find a way to enter a new life cycle. Therefore, the key to the sustainable development of an enterprise's life is to formulate an effective financial strategy according to the stage of the enterprise.

The different strategic choices made by enterprises at different stages of their life cycle lead to different financial characteristics and priorities, and thus different choices of financial strategies. Therefore, in this paper, when discussing the financial strategy of each stage of the life cycle, we first

introduce the overall strategy of each stage of the enterprise, and then discuss the financial characteristics and financial goals of each stage. For example, the strategic goal of a start-up enterprise is to survive and develop, while the strategic goal of a growth stage enterprise is to develop and grow. Therefore, the formulation of the financial strategy of a start-up enterprise mainly focuses on how to make the enterprise survive, while the formulation of the financial strategy of a growth stage enterprise mainly focuses on how to make the enterprise grow.

Each enterprise has its own characteristics, enterprises in the formulation of financial strategy, must consider each enterprise's own characteristics, and there are many different stages of financial strategy, there is no suitable financial strategy for all enterprises. This paper just gives the idea of analyzing financial strategy, enterprises should combine their own situation with specific analysis, the establishment of their own financial strategy to guide the enterprise's financial work and play the role of financial strategy.

In this paper, the stages of enterprise development are roughly divided into start-up, growth, maturity, and decline, which supplements the theory of enterprise life cycle. In the analysis of the financial strategy of each stage of enterprise development, the theoretical analysis and empirical analysis are combined. For example, in the start-up, growth and maturity stages, the case study of Monmilk Group is used to further elaborate the theory of financial strategy.

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ANALYZING THE FINANCIAL MANAGEMENT PROBLEMS OF ONLINE SHOPPING PLATFORM: TAKING SUNING.COM AS AN EXAMPLE

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Abstract: The rapid progress of science and technology in the current society, the continuous transformation of consumer demand to personalization and diversification, and the rapid changes in the external environment have brought great challenges to the survival and development of enterprises. Therefore, enterprises must show a high degree of adaptability to cope with various emergencies in the new environment, and timely adjust the company's strategy according to the changes in the market environment. In recent years, Suning Tesco has achieved rapid development, but in its growth process, it still faces some deficiencies in financial management that need to be solved. This paper introduces the basic situation of Suning Tesco, including the company overview, organizational structure, and analysis of the current situation of financial management and investment management. It summarizes the problems existing in the financial management of Suning Tesco, such as the financing method is too single, the financing cost is higher, the investment project span is wider, and the investment project funds are too concentrated. Finally, some countermeasures are proposed for the problems faced by Suning Tesco's financial management. In terms of financing, it is recommended to diversify and expand financing methods, such as in-kind financing, financing sources from the user side or cooperation with mutually beneficial enterprises. In terms of investment, it is recommended to conduct in-depth analysis of investment projects, select investment projects with high relevance to the company, and flexibly allocate investment funds to maintain an appropriate structural ratio. In this way, Suning.com can better cope with the challenges and steadily push forward the development of the company to stand out in the fierce market competition.

Keywords: Suning.com, Financial Management, Financial Analysis

Introduction

1. Research Background

With the rapid development of the century's information revolution and the comprehensive advancement of global economic integration, retail enterprises are experiencing a transition to virtualization and networking. In the process of this great transformation, the importance of financial

management becomes more and more significant. Although these changes bring development opportunities for enterprises, they also bring certain threats. In order to adapt to the rapidly changing environment, the financial management model must remain flexible and not be stuck in a rut. Enterprise financial management should be continuously adjusted and optimized according to the changes in the internal and external environment. Enterprises in the business process should put financial management in the first place, focusing on the profitability of capital while also improving the liquidity of capital. If the financial status is poor, either the enterprise is eliminated by the market or the operator is eliminated by the owner, only by improving the financial management ability can the enterprise achieve the best financial status (Luo, 2010). Since 2013, China's economy has entered a new normal of development, and the business environment for enterprises has become increasingly complex and the competition in the industry is extremely fierce. In such a dynamic market, enterprises need to continuously improve their financial management capabilities in order to remain fully competitive. In recent years, the nation's online retail sales have grown rapidly. In order to keep pace with the Internet era, many retailers have expanded their online businesses. Meanwhile, traditional pure e-commerce companies have not slowed down their development and continue to innovate. With the improvement of consumers' living standards, the online shopping consumer population is gradually expanding. However, in the process of the development of online shopping, many consumers gradually return to buying quality products from the enthusiasm to buy personalized goods, and begin to pay more attention to the shopping process experience and pre-sale and after-sale services. As a result, the heat of online shopping has gradually decreased, and traditional brick-and-mortar stores have been re-recognized by most consumers. Against this background, the integration of online business and offline stores in the retail industry has become a general trend, and the O2O (Online to Offline) development model derived from it has also become the target of most retail enterprises' transformation. This model combines online and offline advantages to provide consumers with a more comprehensive, convenient, and personalized shopping experience. Therefore, enterprises need to innovate and adapt to market changes in order to meet the changing needs of consumers and maintain a competitive edge in the fierce competition.

2. Research content

This article takes Suning Tesco as a case study to discuss the problems and improvement countermeasures in financial management. Firstly, the article clarifies the background, purpose and significance of the selected topic and explains the motivation and importance of the research. Secondly, based on the development status quo of Suning Tesco, the relevant theories of financial management are elaborated to provide a theoretical basis for the subsequent analysis. Then, the overview of Suning eBay and its financial management status are introduced, and the problems in financial management are revealed with the help of Suning eBay's financial data and actual situation. Finally, corresponding improvement countermeasures are proposed for the above problems, aiming at guiding Suning Tesco and similar enterprises to achieve better results in financial management.

3. Research significance

In recent years, Suning Tesco has grown at an astonishing rate, from opening 5,000 Suning stores to acquiring 37 Wanda department stores across the country, its business involves a huge amount of industrial and capital operations. However, such expansion has also brought potential business risks. In order to better cope with the economic environment dominated by network technology, Suning.com must pay great attention to financial management. Therefore, this study chooses Suning Tesco as the object to analyze its financial management and problems in recent years, in order to make a more informed decision for the future development.

In order to make Suning Tesco's fundraising management more in line with its own business development model, it is recommended to expand fundraising methods and adopt diversified fundraising methods, and at the same time, fundraising costs should be controlled in order to reduce the financial risk.

For investment management, Suning.com should conduct in-depth analysis of investment projects according to the trend of enterprise expansion and development, choose projects with higher relevance to the enterprise for investment, and respond flexibly in the allocation of funds for investment projects to ensure that the investment benefits are maximized.

In order to make the working capital management more in line with Suning Tesco's operating conditions, it is recommended to carry out real-time monitoring of accounts receivable to effectively control the bad debt rate, and carry out refined management of inventory to optimize inventory cost control.

In terms of income distribution management, Suning.com should improve the shareholders' return plan and refine the content to meet the needs of different shareholders, while expanding the scope of employee equity incentives to motivate employees' enthusiasm and loyalty.

In summary, Suning.com needs to pay enough attention to financial management, and by improving measures in fundraising management, investment management, working capital management and earnings distribution management, it is expected to better meet the challenges and realize sustainable development in the economic environment dominated by network technology.

Research Objectives

The current rapid development of science and technology in society, the changing environment makes the survival of enterprises face great challenges, and the development of enterprises is also facing severe tests. In order to cope with these tests, enterprises need to continuously improve their competitiveness and sustainable development ability. In this process, improving the financial management status of enterprises is an effective means to improve competitiveness and sustainable development. Therefore, for an enterprise like Suning.com, it is very meaningful to deeply analyze its financial management status quo according to the state of environmental changes and internal and

external environments in which it is located, to find out the existing problems, and to provide corresponding financial management improvement opinions. Through precise financial management improvement measures, Suning.com can better adapt to the changing market environment, enhance the competitiveness of the enterprise, and ensure sustainable development. Such research and improvement will have a positive role in promoting the future development of Suning.com and even the development of the whole industry. The improvement of financial management depends on the cultivation of foresight and insight, and accelerates the integration of financial "Internet +" thinking and international financial management system (Duan, 2015). Improving Suning.com's financial management can better solve the problems encountered in its daily business activities, thus further promoting the smoothness and efficiency of its daily operations. By optimizing its financial management processes and strategies, Suning.com can more accurately grasp its financial situation and improve the accuracy and timeliness of its financial decisions. This helps to reduce operational risks, rationally allocate resources, optimize cost structure, and improve profitability and competitiveness. Effective financial management improvement can also strengthen the rational use of funds, ensure the adequacy of working capital, improve the enterprise's ability to pay, to ensure the stability and smoothness of the supply chain, and avoid the interruption of production and operation due to the shortage of funds.

Literature Review

With the intensification of market competition, the positive significance of enterprise financial management in the economic efficiency of enterprises has been increasingly emphasized. In the past research, some scholars have deeply explored the impact of enterprise financial management on economic efficiency. For example, in his article, Wang (2023) discusses the importance of financial management from the perspective of the enterprise itself and puts forward suggestions for optimizing financial management.

According to Wang's research, financial management is the key content of the daily management of enterprises. Through financial management, enterprises can scientifically plan and control the use of economic resources and improve the economic efficiency of enterprises. Specifically, financial management can help enterprises carry out cost control, rationally allocate funds and resources, improve production efficiency, reduce production costs, and thus increase the profits of enterprises. In addition, financial management can also help enterprises carry out risk management, improve the enterprise's ability to resist risks, reduce operational risks, and protect the economic security of enterprises.

Despite the positive impact of enterprise financial management on economic efficiency, the study also found some problems. Firstly, some enterprises pay little attention to financial management in practice, lack timely and accurate financial information, and find it difficult to carry out financial analysis and decision-making effectively. Second, some enterprises have misunderstandings about the

understanding and application of financial management, focusing only on short-term economic benefits and neglecting the realization of long-term strategic goals. Finally, some enterprises lack a reasonable financial internal control mechanism, which is prone to irregularities and financial risks.

In view of the above problems, Wang puts forward some suggestions. First of all, enterprises should strengthen the importance of financial management, establish a sound financial management system, strengthen the training and professional quality of financial personnel to improve the level of financial management. Secondly, enterprises should further strengthen the timeliness and accuracy of financial information, improve the reliability of financial reports, and provide a scientific basis for the enterprise's economic decision-making. Finally, enterprises should strengthen internal control, establish a perfect financial risk management system, and prevent financial breach of trust and financial risk.

Summarizing the above research, it can be predicted that future research will continue to focus on the impact of enterprise financial management on economic efficiency, and put forward more specific solutions in practice. In addition, with the development of science and technology and the advancement of information technology, future research will also focus on the integration of financial management and science and technology in order to improve the effectiveness and precision of financial management.

Methodology

Literature collection and theoretical research methods are used in this paper with a view to addressing the issues involved in the research topic. The main sources of literature include journal articles, academic papers, professional books, postgraduate dissertations, industry standards and financial reports of enterprises related to the research topic. Relevant knowledge and information on financial management is obtained through reading and understanding, organizing and comparative analysis of these literature sources. Drawing on and absorbing the relevant theoretical research results to provide theoretical support and guidance for the research of this paper. Through literature collection and theoretical research to fully understand the cutting-edge progress and practical experience in financial management, to provide useful insights for in-depth exploration of the research topic and problem solving, and to provide a reliable basis for in-depth understanding of the importance and effectiveness of financial management.

Results

1. Overview of Suning.com and Current Status of Financial Management

1.1 Company Profile

On December 26, 1990, Suning Appliances set up its first store, focusing on air-conditioner sales business. Subsequently, in 2004, Suning Appliances was successfully listed on the Shenzhen Stock Exchange, marking the company's entry into the capital market. Five years later, with the popularization

of the Internet, Suning Electric began to gradually shift its main sales channels to the Internet, and launched the "Suning eBay" online trading platform. This transformation initiative led to a change in the marketing model, and the development of Suning's next ten years of "technological transformation, intelligent service" strategy. However, due to the current Internet users close to saturation, growth is slowing down, the Internet dividend gradually tends to dry up. This means that Suning is facing more intense market competition and needs to seek new development directions and strategies to maintain competitiveness and sustainable development. In such an environment, Suning needs to continue to innovate, expand new business areas, improve the quality of service, and adapt to market changes to ensure that the company continues to prosper in the future. Suning to open up the battlefield in the offline and access to continuous dividends, and to take advantage of it, has become the direction of the new retail competition, will be online and offline business comprehensive integration, improve the business form, expand the scope of operation of the category, for the development of the retail industry has written a new chapter (He, 2017).

Suning covers the following business modules:

(1) Retail Business

Suning.com has a network of stores throughout mainland China, Hong Kong, Japan, and other places, with a variety of store formats covering different areas such as home appliances and 3C, mother and baby, supermarkets, convenience stores, etc., thus forming a store format under different scenarios and markets. This diversified store layout provides Suning.com with broader market coverage and more diversified consumption scenarios, meeting the needs of different consumer groups. At the same time, Suning.com has not neglected its online retail operations, and has increased its investment in and expansion of its online business while developing its offline stores. Online Suning.com has continued to increase the development speed of the online business scale and steadily increase its market share through a series of measures such as providing a rich variety of goods, continuous innovation and iterative marketing means, and synergistic cooperation with other industries. This development strategy of integrating online and offline has enabled Suning.com to achieve sustained growth in a number of areas, make full use of the complementary advantages of online and offline, and provide consumers with a more comprehensive, convenient and personalized shopping experience. Through continuous innovation and market adaptability, Suning.com has achieved remarkable results in the highly competitive retail industry, continuously consolidating its position in the market and realizing sustained growth and sustainable development.

(2) Financial Business

Suning Financial has positioned its development as a financial technology company featuring O2O integration. The company focuses on its core business and products, utilizing Internet technology tools to continuously innovate its products and enhance its business service capabilities. In the process of continuously promoting the development of financial technology, Suning Financial has strengthened

its financial product innovation capability and launched a variety of financial innovation products. These include cross-border payment, cell phone leasing, consumer finance platforms, and full warranty products, covering different fields and service categories. By enriching its product range, Suning Financial is able to better meet the needs of various consumers and provide more convenient, flexible and personalized financial services. With the development of Internet technology, Suning Financial is constantly exploring and expanding the field of financial technology, while also strengthening the integration with offline physical stores to achieve online and offline synergistic development. This O2O integration development model enables Suning Financial to better integrate resources and improve service efficiency, while bringing consumers a more comprehensive and convenient financial service experience. Characterized by O2O integration, Suning Financial continuously improves its business service capability through continuous product innovation and the use of Internet technology, providing consumers with diversified financial products and services and helping the company achieve sustainable development.

1.2 The Current Situation of Suning eBay's Fundraising Management

Suning.com's core competitiveness lies in its strong self-supporting capabilities. In order to continually improve its operational value-added and profitability, the company must analyze its existing financial management methods and find the problems that exist within them. Suning needs to balance long-term and short-term interests, integrate the link between profit and value creation, and focus on the coordination of risk and return in order to maximize the profitability effect. Suning has developed a rapid expansion strategy supported by large amounts of capital, for which it must develop a matching financing strategy based on the speed and scale of expansion. Its basic financing activities include equity financing and debt financing, and it also adopts innovative financing methods, such as equity crowdfunding financing under the Internet model. This innovative financing method is conducive to Suning's faster transformation of its offline stores and the development of its online stores, while also helping to reduce financial risks and costs. Through the comprehensive use of different financing means, Suning.com was able to obtain the required financial support to support the company's rapid expansion and business development. At the same time, focusing on innovative financing methods can also enhance Suning's market competitiveness and accelerate the pace of corporate transformation and development. Such a financial management strategy will lay the foundation for Suning to maintain its leading position in the competitive market and realize sustainable development. In recent years, due to the rapid advancement of strategic transformation, a large amount of financial support is needed during the transformation period, Suning Tesco has raised a total of 8 billion yuan in the two years of 2012 and 2013 to provide a guarantee for smooth transformation (Suning's annual report, 2013). Suning Tesco's investment in infrastructure development is mainly funded by bonds and stocks, but due to their large scale, bonds and stocks cannot meet all the funding needs. Therefore, Suning needs to use bank borrowings and the company's own funds to supplement the funding gap, and also use part of the funds

to supplement the liquidity held by Suning Tesco. In terms of bank borrowings, Suning.com mainly relied on short-term borrowings in the early stage to reduce interest costs. However, over-reliance on short-term borrowings can also increase the debt-servicing pressure of the company and bring financial risks. In order to ensure the safety of long-term asset investment and mergers and acquisitions, starting from 2013, Suning began to increase the proportion of long-term borrowings. Between 2013 and 2014, Suning carried out a large number of investment and M&A operations, of which the funds were mainly derived from M&A loans applied for by the Funding Leverage. In 2016, Suning formulated an early repayment arrangement for special borrowings, reduced the balance of its long-term borrowings, and reclassified part of its long-term borrowings as short-term borrowings in order to save on finance costs. However, short-term borrowings increased in 2017 due to supporting the business development of the Company and its subsidiaries. And after 2018, short-term borrowings increased significantly due to Suning's extensive use of property pledges and mortgages in exchange for high amounts of funds, which were mainly used for domestic and international bulk commodity purchases.

1.3 The Current Situation of Suning Tesco's Investment Management

Suning.com's investment focuses mainly on retail business, logistics business and financial business. In the retail business, the company mainly invests in the expansion of its offline chain network, focusing on home appliances, and gradually adding mom-and-pop stores, community convenience stores, home life stores, and fresh food supermarkets. Meanwhile, Suning.com is also expanding its investment in overseas regions such as Hong Kong, Macau and Japan. In addition to its retail business, Suning.com has also launched investments and mergers and acquisitions in other areas. The company has gradually built up a complete supply chain, spanning eight industrial sectors, including e-commerce, logistics, finance, technology, real estate, cultural and creative, sports and investment. This diversified investment strategy has enabled Suning.com to gradually expand from the initial home appliance industry to multiple industries, forming a pattern of mergers and acquisitions in multiple fields. In particular, on February 12, 2019, Suning.com officially acquired all 37 department stores under Wanda Department Stores, a move that further demonstrates the Company's trend of focusing on the retail industry as the core, with the model gradually expanding to other industries. The Company regards its retail business as its center, while actively seeking growth opportunities in other industrial sectors to enhance its industrial layout and comprehensive competitiveness.

2. Financial Management Issues Analysis of Suning.com

2.1 Analysis of Fundraising Management Problems

As a leading company in the Internet retail industry, Suning.com must move steadily forward in the rapidly evolving market competition and play the role of demonstrating and leading the way, setting an example for other companies in the same industry. Although Suning.com has made some progress in its transformation, there is still room for improvement in its financial management. Suning Tesco mainly chooses debt financing in financing, supplemented by equity financing. Reasonable

control of debt level plays a positive role in the development and growth of the enterprise. However, when choosing debt financing, enterprises should pay attention to balancing financial leverage and risk to avoid excessive debt leading to increased debt service pressure and rising financial risk. which can provide funds for the development of the enterprise and reduce the financial pressure of the enterprise (Huang, 2018). As a full-category smart retailer, Suning.com's extremely rapid expansion strategy makes fundraising management particularly important in financial management. In the retail industry, where competition is fierce and new e-commerce companies continue to emerge, Suning.com's profit from its main business in physical stores and e-commerce platforms has declined, leading to a decline in profitability. Stable growth in profitability is critical to both capital accumulation and corporate fundraising, and only with sustained profitability can we continue to raise capital and maintain the creditworthiness of our business. The rapid growth of Suning.com's retail business has resulted in a huge amount of capital required for daily operations. Meanwhile, the supply chain financing and consumer finance business is also growing rapidly, thus requiring a large amount of bank loans to support business growth. In addition, Suning.com has issued corporate bonds, which are still subject to interest payments. However, Suning.com must pay enough attention to the rapid growth of financing costs and control the growth of financing expenses. The cost of equity and debt financing is usually high, while these two methods are heavily used by Suning. In considering the long-term business process, Suning has formed a relatively stable capital structure. In the face of future large-scale investment expenditures and capital needs, debt financing, although it can prevent the dilution of the return on net assets and earnings per share, and does not affect the listed company's ability to increase its capital in the future, has increased the expenditure of financial expenses and raised the cost, which in turn reduces the operating profit of the enterprise.

2.2 Analysis of Investment Management Problems

Suning.com, as an enterprise that has undergone business model transformation, must adjust the goal of its investment projects, shifting from return-oriented investments that rely on scale effects to growth-oriented investment projects that pursue better development of the enterprise. In the past nine years, Suning.com has experienced Internet transformation, continuously increased investment in R&D, strengthened investment in technology and talent, and has completed several investment projects with a total investment of more than 50 billion yuan, as well as incubated science and technology startups through the "Suning Youth Innovation Park". Suning's investment projects involve several industries, not only limited to the retail industry. In the choice of investment projects, Suning tends to cross-industry investment, some projects may take a long time to realize the effect of profitability, which requires companies to have enough patience and long-term vision. At the same time, Suning should be careful with its own investment projects to ensure that they are in line with the current stage of development strategy and consumer demand. Suning.com's smart retail ecosystem is constantly being improved, and the pulse of its investment projects in the short term may not yet be clear.

3. Countermeasures for the Improvement of Financial Management of Suning.com

3.1 Financial Management Improvement Goals

Suning Tesco's objectives in financial management improvement can be summarized as follows:

(1) Improve the efficiency of capital utilization: Suning.com needs to effectively manage its huge capital flow, including capital raising, investment and working capital management. Through the efficient use of financial resources, it ensures the rational allocation of funds and maximizes the efficiency of capital use.

(2) Promote cross-industry and all-industry development: Suning.com's expansion goal involves cross-industry, and it hopes to build an all-industry development pattern. In order to realize this goal, financial management should focus on investment and financing management to ensure the rapid deployment of funds and promote the development of cross-industry and all-industry development.

(3) Satisfying consumer demand: Continuously satisfying consumer demand is the key to Suning E-commerce. Financial management should ensure that there are sufficient funds for product development and innovation, and maintain the enterprise's innovation in business processes and internal management, in order to continuously meet consumer demand and maintain stable operating income and profit growth.

(4) Protect the interests of shareholders and employees: Shareholders and employees are important stakeholders of the enterprise. Financial management should protect shareholders' returns, strengthen shareholder relationship management, and enhance shareholders' confidence in Suning. At the same time, the development of employee incentive mechanism, so that employees resonate with the goals of the enterprise, and enhance the sense of belonging and loyalty of employees.

Overall, the goal of financial management improvement of Suning.com is to establish a financial management model centered on the efficient use of financial resources, to promote cross-industry and whole-industry development of the enterprise, to continuously satisfy consumer demand, and to protect the interests of shareholders and employees, so as to realize the sound development and maximize the profit effect of Suning.com.

3.2 Fund-Raising Management Improvement Goals

Suning can use diversified financing methods to optimize Suning's asset and liability structure. According to the current economic environment, comprehensively consider the cost and risk of various financing methods, and combined with its own financial reality rationally choose and combine financing methods, while raising the required funds to minimize the cost of capital and avoid financial risks (Chen & Hu, 2015). Based on traditional financing methods to open up new financing methods, as follows:

(1) Utilizing in-kind financing methods

Suning.com, as a retail O2O enterprise, needs to focus on the optimization of order

management, price management, pre-sale and after-sale services, inventory management, data analysis and supply chain management to ensure that the enterprise can cope with the fast-developing market changes and provide high-quality customer experience in the face of a wide range of commodities and many items in stock., therefore, Fund-raising management has brought great challenges to Suning (Mai, 2018). At the same time Suning's rapid expansion, involved in a variety of industries, you can choose to direct in-kind financing will also reduce the pressure on the use of corporate funds, corresponding to different industries to choose different financing methods.

(2) The use of user-side sources of financing methods

The acquisition and maintenance of loyal users is crucial to the stable development of Suning.com. As a retail O2O company, Suning.com has made great efforts to continuously improve user experience and taken a series of effective measures to attract users, increase the repurchase rate, and continue to expand consumer awareness. Here are some of Suning.com's key measures:

Enhancement of user experience: Suning.com not only strengthens its basic operations, but also continues to increase the number of product categories and update its marketing tools in order to provide richer product choices and shopping experiences to meet the needs of different users.

Big data tools: Through big data tools such as correlation recommendation and precision marketing, Suning.com can better understand users' interests and purchasing habits, recommend products that better match their interests, and increase their willingness to purchase and repurchase rate.

Membership rights and benefits: Suning.com integrates high-sticky membership rights and benefits such as life, culture and entertainment, and video to attract users to join the membership, thus enhancing user loyalty and stickiness.

Customized services: By providing exclusive member customer service, implementing free shipping policy and other customized services, Suning.com increases user satisfaction and improves users' brand awareness and loyalty.

Growth of paid members: through the above measures, Suning.com has seen a rapid growth in the number of paid members, which further enhances user stickiness and loyalty.

(3) Mutually Beneficial Enterprises to Establish Cooperation in Funding Methods

Suning.com can adopt the way of establishing long-term and stable cooperative relationship with large enterprises, through mutual collaboration to achieve complementary advantages (Shi & Dai, 2016). Different cooperation policies are very reasonable for different types of enterprises. Suning.com, as a retail enterprise, can adopt different cooperation modes with enterprises in the supply chain and commodity suppliers to realize mutually beneficial cooperation. For enterprises in the supply chain, the establishment of "strategic alliance" cooperation mode is an effective way of cooperation. By sharing resources and complementing each other's advantages through rent, enterprises can realize win-win cooperation. For example, Suning.com can establish long-term strategic cooperative relationships with enterprises in the supply chain to jointly develop new products, share market information and resources,

and improve the efficiency and flexibility of the supply chain. This cooperation model can promote close cooperation between enterprises in the supply chain and Suning.com, bringing more opportunities and competitive advantages for both parties. For enterprises not in the supply chain, such as commodity suppliers, cooperation can be reached through direct equity participation and joint ventures. Suning.com's position as a sales terminal gives it a certain advantage to appropriately occupy the funds of suppliers, which reduces Suning.com's capital costs and financial risks. Cooperation with commodity suppliers can realize resource sharing, improve the efficiency of capital use and promote business development.

3.3 Investment Management Improvement Goals

Choosing investment projects with high relevance, Suning Tesco's investment projects are gradually transforming to personalization, but in the process of transformation, it should be noted that the investment projects are consistent with the general objectives of the enterprise, there should not be too much difference, and the investment projects should be inclined to the projects that have a close connection with the development of the first stage of operation (Gao & Sun, 2018). As an intelligent commercial body, Suning.com needs to rely on internet technology and information services to realize the whole process from data collection, processing to forecasting in order to satisfy consumer needs and communicate with producers in real time to promote the realization of intelligent retailing. In terms of investment objectives, Suning.com can focus on Internet technology to further improve the information provision platform, increase the use of the platform so that it can better meet user needs, and improve data analysis capabilities to realize an intelligent shopping experience. Investment projects can also shift towards intelligence by increasing investment in new technologies such as cloud computing, big data, artificial intelligence, and the Internet to support all aspects of the process from procurement to sales to service, and to improve operational efficiency and user experience. In terms of pre-investment analysis, Suning.com needs to fully examine the management status quo, financial benefits, and development prospects of the investing enterprise to ensure the sustainability and profitability of the investment. At the same time, strengthening investment in the science and technology information industry and building a unified and reliable information and consulting service platform can provide investment screening and process improvement support for Suning and other enterprises, and promote the development of the smart retail industry.

Discussion

By studying the journals, literature, works, and postgraduate dissertations related to the topic of this paper, it was decided that by studying the investment and financing problems existing in Suning Tesco, and by using this as a basis for putting forward some suggestions on financial management, the enterprise has to make adjustments to the investment and financing aspects in a timely manner, and to adopt different financial management strategies according to the enterprise itself and the current

environment.

Conclusions

This paper takes Suning Tesco as the research subject, based on the current financial management status of Suning Tesco, combines domestic and foreign research results and the relevant theoretical basis of financial management, briefly explains the financial status quo of Suning Tesco, and makes a comprehensive evaluation of it, and finally arrives at the following improvement countermeasures:

(1) In terms of financing management, the existing problems can be solved through the following measures: first, construct diversified financing channels and decentralize the sources of funds, so as to reduce the cost of financing. Secondly, while continuing to utilize traditional financing channels, actively develop new types of financing channels. For example, in-kind financing can be adopted to improve the effectiveness of financing funds; high-quality user resources can be utilized to support financing activities; and cooperative relationships can be established with enterprises that have the potential for reciprocal cooperation, so as to realize common development and reduce the risks faced. At the same time, financing costs should be strictly controlled to reduce the cost pressure caused by the financing environment. Through these measures, financing management can be effectively improved to provide more robust support for the development of enterprises.

(2) In terms of investment management, the following measures can be taken in order to solve the existing problems: firstly, select investment projects with a high degree of relevance, avoid unnecessary expansion, and instead focus on development in the direction of personalization and intelligence. Secondly, when choosing investment projects, pay attention to the expected development trend of the project, avoid over-investment of funds, and reduce the possibility of facing financial risks. At the same time, it is necessary to flexibly diversify investment funds to achieve investment diversification and industrial diversification to ensure the rational use of funds in order to achieve the goal of maximizing benefits. Through these measures, investment management can be effectively improved to provide more robust support for the development of enterprises.

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AN ANALYTICAL STUDY ON EXPORT TRADE COMPETITIVENESS OF MOUTAI LIQUOR IN GUIZHOU PROVINCE

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Abstract: China is the world's largest wine producer and consumer, but compared with the world's famous liquor, whether it is exported or imported, its profit is very low. In 2013, China's liquor industry underwent major changes and industry competition intensified. Kweichow Moutai is becoming more and more well-known, and its international competitiveness is enhanced. Promoting the export of Kweichow Moutai can not only alleviate the overcapacity of China's Moutai wine, but also alleviate the excessive dependence of China's liquor on the domestic market, and also promote the adjustment of the liquor industry structure. This paper takes Kweichow Moutai as the research object, according to the production, type and market conditions of Kweichow Moutai, analyzes the factors that affect its export in detail, including regional consumption culture, trade barriers, export proportion, brand awareness and so on. In view of the current situation of Kweichow Moutai, a more comprehensive analysis was made.

Keywords: Chinese Liquor, Export Trade, Kweichow Moutai

Introduction

At present, China's liquor consumption is close to saturation, and the Maotai industry has developed rapidly after entering the 21st century, and the production of Kweichow Moutai has serious overcapacity. The internationalization of Moutai industry is getting stronger and stronger, which makes the domestic liquor industry into a large number of foreign enterprises, and the domestic liquor competition is becoming more and more fierce. According to relevant research, the world liquor market has been developing steadily in recent years, and the development prospect of the world liquor market is broad. In 2019, worldwide alcohol retail sales totaled nearly 300 billion euros. According to Statista, the market size of Kweichow Moutai is expected to grow at an average annual rate of 6.0% during 2019-2020. The increasing influence of China in the world economic pattern and the continuous export of Chinese culture to foreign countries provide a huge opportunity for the sales market of Kweichow Moutai. Facing the fierce competition in the domestic liquor market and the continuous improvement of the international liquor market, Kweichow Moutai wants to "go out", which has become an inevitable trend of the development of The Times. How to seize the foreign consumer market of Kweichow Moutai

is an important issue facing the development of Kweichow Moutai.

Research Objective

This paper hopes to do a research on the international competitiveness of Maotai by analyzing its competitiveness and the factors that restrict its development, and then put forward relevant strategies.

Literature Review

Yan and Liao used the research method of gravity model to conduct a regional analysis of the main target markets of Chinese liquor export. The paper holds that the main target market of Chinese liquor export has the characteristics of high-end market close to Chinese culture, geographical proximity to China, high economic development of export target countries, relatively stable currency and RMB exchange rate, etc., and plays a positive role in the selection of target market of Chinese liquor export. The wine product is taken as the research object. Liu believed that Maotai wine, as the leader in Chinese liquor, needed to continuously improve its core competitiveness. Huang Shan believes that although Kweichow Moutai is the leader in China's wine industry, its core competitiveness is insufficient at the present stage. Ye analyzed the constraints on Moutai's international competitiveness and export quantity through the diamond model. Take industrial competitiveness as the research object. Xiao regards industrial competitiveness as the maximum productivity growth when it matches the external equilibrium. Cai Fang pointed out that industrial competitiveness refers to the response and adjustment ability of an industry within a country or region to resource allocation and market environment. If the industry can choose its development direction according to its own comparative advantages, it can obtain competitive advantages on a global scale. Dana Daskal analyzed the factors affecting EU alcohol import and export from the perspective of international competitiveness by using the trade gravity model, and added variables affecting per capita GDP to the gravity model. Study the number of exporters, geographical location, exchange rates and other trade variables. The per capita GDP, geographical location, exchange rate and wine production of the importing country are positively correlated with wine exports. Take international competitiveness as the object of study. He Jiajun proposed a method based on product and cost differences between different countries or regions through past studies, especially analyzing the international competitiveness of products to meet the needs of domestic consumers. Some manufacturers occupy a certain share in the world and obtain higher profits. The international competitiveness of the industry means that the country has lower productivity and production costs than modern factories in other countries, or has higher market share and profit margins. Zheng proposed a discrete choice model based on brand foundation, market, finance, development, and international competitiveness. Mou (2021) believes that although China's traditional liquor market share is very low in the world, it will still maintain a strong development trend in the face of the global economic recession. He believes that the government's policy has played a great role in improving the

international competitiveness of China's traditional liquor. Bernard proposed a market model based on non-monopoly, that is, the resource endowment of a country and the factor density of an industry will indirectly affect the productivity of a company, and thus affect the international competitiveness of a company. Melitz proposed the impact of different productivity levels on international competitiveness from the perspective of firm heterogeneity.

Methodology

1. Production and Market Analysis of Maotai Liquor in Guizhou Province

Production: The production base of Kweichow Moutai is located in Renhuai City, Guizhou Province. Renhuai City is located in the Yunnan-Guizhou Plateau, suitable climate, excellent water quality, these unique conditions make the raw materials of Maotai stand out. Maotai is produced with sorghum as the main raw material, using traditional solid-state fermentation and cellar aging technology, after a long time of brewing and aging to reach the qualified standard. Moutai wine production process is unique, strict control of quality, so the annual output is limited, in short supply. **Market:** Guizhou Moutai wine has a long history and good reputation and enjoys high visibility and reputation in domestic and foreign markets. The price of Moutai has remained high due to tight supply and market speculation. The demand of Moutai wine market is very strong, and the situation of short supply leads to Moutai wine becoming a popular object of investment and collection. Moutai has also become the first choice for some enterprises and government agencies to entertain foreign guests and give gifts. At the same time, Moutai also actively explored the international market, gradually entered overseas, and gained certain international recognition and market share.

2. Kweichow Moutai Liquor Export Status

In terms of export volume, Kweichow Moutai's export volume from 2013 to 2020 has increased to a certain extent, and its export volume reached 17,200 liters in 2018. Kweichow Moutai sold 8.547 million liters that year, while its share of the national market was only 0.19%. Since 2019, Moutai's export volume has declined to 2020. Last year, its exports had fallen to 14,200 liters. In terms of exports, Kweichow Moutai's exports increased rapidly between 2013 and 2020, and the exports in 2018 increased by 39.78% compared with the same period last year. In 2019, the export amount of Maotai wine slowed down compared with 2018, and the export amount increased by 1.2% year-on-year. In 2020, Moutai's exports plummeted to \$460 million, down 30.8 percent from the same period last year. This is mainly because the 2020 novel coronavirus has affected China's exports, Kweichow Moutai's export volume and value have both declined significantly.

Results and Discussions

1. Analysis on The Reasons of Low Export Competitiveness of Moutai Liquor

1.1 There Are Great Differences in Regional Consumption Culture.

At present, all kinds of alcohol appear in the market, and the competition between each other is also very fierce, and the proportion of Maotai wine in alcohol consumers is increasingly worrying. Recently, due to the adjustment of the tax system of Moutai wine by the state, the profit margin of Moutai wine has become smaller, and major merchants have begun to adjust the direction and initiate the high-end Moutai product market attack.

Consumers in different regions have different demands for alcohol products. For example, the air in high-latitude areas is cold and humid, so they prefer high-liquor to remove dampness and warm themselves. The lower latitudes are more likely to drink beer. Therefore, the different consumer demand in different regions is also a major unfavorable factor restricting the development of Moutai.

1.2 Trade Barrier

The export of Kweichow Moutai is affected by tariff barriers. Compared with foreign liquor, Kweichow Moutai has a special commodity nature, so in the WTO negotiations, it is classified as a special consumer goods, circulation and supervision requirements are more stringent, and the corresponding tax rate is also higher. This makes Kweichow Moutai less competitive in the international market. In addition, the difference between Chinese and foreign trade laws and regulations also caused obstacles to the export of Kweichow Moutai. For example, in the process of importing liquor into the United States, the Chinese liquor must be legal, and the importer must be an FDA-registered manufacturer of alcoholic beverages. In addition to applying for an import from the FDA, you also need to apply for an import license and a labeling license from the U.S. Tobacco and Wine Administration. Alcohol products exported to the United States must also comply with alcohol labeling and advertising requirements, as well as alcohol health warnings. Technical barriers to trade have also been one of the factors restricting Kweichow Moutai. Developed countries, such as Europe and the United States, have a say in the development of international standards by formulating high-quality technical regulations, conformity assessment, testing and quarantine measures. For example, the establishment of traceability systems, food nutrition standards and other requirements have made it more expensive for Kweichow Moutai to enter foreign markets, thus weakening its position in international competition. In addition, in order to maintain the health and ecology of the country, some countries have set up green trade barriers to protect the domestic liquor industry with strict environmental protection laws. For example, the European Union has hindered Moutai's exports abroad through legal restrictions on food packaging and contact materials.

1.3 Guizhou Maotai wine international sales channel is single

Kweichow Moutai's international sales channels are relatively limited and single. At present, Kweichow Moutai mainly cooperates with several specific channels and partners, including international trading companies, cooperative agents and distributors. These partners are responsible for the promotion and sales of Kweichow Moutai in the international market. However, compared with other internationally renowned wines, Kweichow Moutai has relatively limited sales channels in the

international market and has not yet established an extensive and diversified global sales network. However, with the increasing popularity of Moutai around the world, Kweichow Moutai is actively expanding overseas markets and should seek more international sales channels and partners to further promote the development of its international sales business.

2. Guizhou Moutai Wine Export Competitiveness Promotion Strategy

2.1 Strengthen Cultural Exchanges to Promote the Dissemination of Moutai Culture

Cultural soft power has a strong appeal in modern times and is closely related to our country and nation. It represents the national self-confidence advocated by the state and shows the inheritance and development of our national culture through the existence and development of Maotai as a cultural carrier. Combining the export of Moutai wine with the national culture will help to explore more representative elements of Chinese culture and further show the rich cultural power and charm of Moutai wine export.

Cultural exchange plays a positive role in promoting brand marketing and consumer choice. Looking at the development of foreign trade in developed countries such as Europe and the United States, many countries are using cultural exchanges to promote their development. Kweichow Moutai wine has a profound cultural heritage and rich cultural connotation, Kweichow Moutai is an important part of Chinese culture, and Moutai is the carrier of Chinese culture. To enhance the international competitiveness of Kweichow Moutai, we must play a leading role in external publicity. Function, fully tap its cultural connotation, with Chinese culture as the carrier, enhance its visibility in the world.

2.2 Expand Export Market

For Moutai wine export, to expand the international market must pay practical actions, and as an important part of the enterprise development strategy. First, to develop a strategic plan in line with the characteristics of Moutai wine export is the first step to expand the international market. This plan is not limited to the competition with the liquor industry but can also target other types of liquor abroad and actively participate in the competition of the international liquor market.

Therefore, if "Moutai" wants to improve its international competitiveness and expand the market, it needs to rely on its own efforts to consolidate its brand position. In addition to dealing with the problem of fake wine, it is also necessary to work hard to learn winemaking techniques and constantly improve the quality and quality of Moutai wine exports. At the same time, we should continue to introduce more high-end products to expand market share. At present, Moutai wine export needs to consolidate the domestic market share at the same time, and actively explore the high-end international market. This is because international professionals and consumers have realized that only real, mellow baijiu can be called China's national liquor, rather than low-end baijiu using the Maotai name.

So, Moutai liquor export must reduce the participation in the low-end liquor market, insist on building a high-end liquor brand. The value of the brand should always maintain the position of not

reducing its own price, and on this basis, strengthen the promotion, marketing, and advertising in the international market. In addition, Moutai liquor export should also become a strong social responsibility and good image of the liquor brand and enhance the international influence.

2.3 Formulate Strategic Goals for Internationalization

The internationalization of Moutai's export needs to be guided by correct ideology. How the marketing level of the enterprise reaches the expected goal depends on whether the marketing concept is correct. If the decision-makers do not seek innovation and self-restraint, it will lead to the overall backwardness of the enterprise and cannot meet the requirements of brand internationalization. One of the important factors of Moutai Group's success in the international market is the continuous internationalization of corporate thinking. The basic premise of internationalization strategy is the internationalization of concept, which requires us to correctly understand the structure of the world industry, and on this basis, deeply understand the superiority of competitors, which is also a necessary condition for a more accurate positioning and understanding of their own enterprises. Compared with the world-famous multinational enterprises, Moutai Group has many shortcomings in technology and capital. In the context of the great integration of world economy and culture, Kweichow Moutai should cultivate international marketing thinking, take brand management as the core, strive to grasp the inherent law of brand management, establish a brand with national characteristics, and form an effective comparative advantage. Ultimately, it will strive for development space for the enterprise.

Conclusions

This paper analyzes the main obstacles to the promotion of Guizhou Moutai wine export competitiveness, and tries to improve Guizhou Moutai.

The strategy of wine international competitiveness draws the following three conclusions:

First, strengthen the top-level design to improve the international competitiveness of Kweichow Moutai; The government should promote cultural dissemination, break trade barriers, strengthen the overall development of Moutai wine industry and international tourism industry, establish pilot programs for the integration of Moutai wine producing areas and free trade zones, and improve Moutai wine export support policies.

Second, we should fully learn from the successful experience of foreign liquor associations, make full use of the bonding role of industry associations, and improve the international competitiveness of Kweichow Moutai. Industry associations should actively participate in the establishment of Kweichow Moutai Heritage application Alliance, promote the construction of international information service platform, strengthen industry information statistics and release, strengthen Moutai export quality supervision, promote Moutai quality education and training, promote the combined development of Moutai and international expos, and establish Kweichow Moutai Export Alliance.

Finally, Kweichow Moutai enterprises should fully learn from the advanced experience of domestic counterparts to improve the international competitiveness of Kweichow Moutai. The company should strengthen product output and capital output, combine cultural products, take advantage of market opportunities in "regions and roads" countries, focus on brand promotion, promote product innovation and innovation, strengthen the construction of international network marketing channels, promote on-site marketing, and train international talents.

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A STUDY ON THE INFLUENCE OF NIO'S CUSTOMER PERCEIVED VALUE ON ITS PURCHASE INTENTION IN BEIJING

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Abstract: Today the world is facing energy crisis and environmental problems. In China, technological breakthroughs and increasing market demand have provided opportunities and momentum for the new energy vehicle sector. However, the development history of the new energy vehicle industry is not yet several decades, so the research in the field of new energy vehicles is necessary and urgent, which can promote its wide application and development in the market. This study focuses on NIO, one of the most successful start-ups in China's automobile manufacturing industry. Beijing, China, was chosen as the study region because of its significant role in promoting electric vehicles and government restrictions on license plates for oil-powered vehicles. The research objective of this study is to explore the relationship between customer perceived value and customer purchase intention of NIO, to explore the impact of four dimensions of social value, emotional value, functional value and price value on purchase intention. This study used quantitative research method, reviewed relevant theoretical literature, constructed research model, designed questionnaire and collected data. After data analysis, the results of this study confirmed that the four dimensions of customer perceived value have a positive impact on the purchase intention of NIO. This means that new energy vehicle enterprises must pay attention to the perceived value of customers, and enhance the purchase intention of customers by improving the perceived value, so as to promote the sales of products. The study pair is of great significance to the development of the whole new energy vehicle industry.

Keywords: Perceived Value, Purchase Intention, New Energy Vehicle

Introduction

Nowadays, the world is facing the challenges of energy crisis and environmental problems. In recent years, with the continuous enhancement of environmental awareness and policy support around the world, the new energy vehicle industry has developed rapidly. With the development of economy and the upgrading of consumption, people's demand for cars is also changing. In China, new energy vehicles (NEVs) have become a new market (Huang, 2022). With the global attention to the development of NEVs, NEVs to replace the traditional fuel vehicles has become the choice of The

Times, the trend of The Times (Shi & Cheng, 2023). The new energy vehicle industry in our country is facing an unprecedented opportunity for development, but it will inevitably meet many challenges. With the decline of subsidies year by year, it is difficult to further improve sales. Many scholars have carried out research to analyze what factors affect consumers' purchase intention (Li, Long, Chen, & Geng, 2017).

NIO, founded in 2014, is a company focused on the manufacture of intelligent electric vehicles. As one of the most successful start-ups in China's automobile manufacturing industry, NIO is a global start-up brand and has set up R&D and production institutions in many places around the world. Its technology research and development, marketing mode, and development strategy have strong universal reference value for similar enterprises and the overall development of the automobile industry (Jiang, Wei, Guan, & Yang, 2021).

China's new energy vehicle industry is developing rapidly, but its development process is not yet several decades, so its theoretical research is still not mature. At present, most studies focus on the impact of factors such as policies and public awareness on the purchase intention of NEVs, and few scholars conduct research from the perspective of customer relationship management. This study takes NIO as an example to explore the influence of customer perceived value on consumer purchase intention of NEVs. The results also have reference value for other Chinese new energy vehicle brands.

This study explores the relationship between NIO's customer perceived value and purchase intention by taking customer perceived value as the entry point and combining with the relevant theoretical research of NEVs. The scope of the study was limited to the Beijing area because Beijing has an important leading role in the promotion of electric vehicles (Huang & Ge, 2019). In addition, there is no significant difference in demand for electric vehicles between large cities (Miao, Xu, Zhang, & Jiang, 2014). Beijing's lottery policy has squeezed demand for traditional vehicles, prompting consumers to opt for electric vehicles. Therefore, choosing Beijing as the research area can better study the consumer purchase intention of the new energy vehicle industry.

Research Objectives

This study aims to explore the relationship between customers' perceived value of NIO and their purchase intention. Specifically, we will explore the relationship between customers' perceived social value, perceived emotional value, perceived functional value and perceived price value dimensions of NIO and their purchase intention (Sweeney & Soutar, 2001).

Therefore, the research purpose of this paper is to verify the following four points:

1. To identify the influence of social value in perceived value on customer purchase intention of NIO.
2. To identify the influence of emotional value in perceived value on customer purchase intention of NIO.

3. To identify the influence of functional value in perceived value on customer purchase intention of NIO.
4. To identify the influence of price value in perceived value on customer purchase intention of NIO.

Through study, we can more comprehensively understand the performance of new energy vehicle products in the market.

Literature Review

New Energy Vehicle

New energy vehicles refer to unconventional fuels as power sources (or conventional fuels as power sources, but equipped with new automotive power devices), advanced technologies in propulsion control and driving, and advanced technical principles, new technologies and new structural manufacturing. New energy vehicles also refer to vehicles that use new power systems and rely entirely or mainly on new energy (Yuan, 2017).

NEVs include various types of vehicles, such as hydrogen fuel vehicles, pure electric vehicles, etc., but pure electric vehicles occupy a dominant position in the current global new energy vehicle market. Compared with conventional fuel vehicles, NEVs bring significant social and environmental benefits, including reducing greenhouse gas and other emissions, enhancing energy security, and promoting the adoption of new technologies. However, commercializing new energy vehicles will be a difficult task (Li, Zhou, Yu, & Liu, 2020).

Purchase Intention

Howard and Sheth believe that the purchase intention is an important part of the purchase decision, and the generation and realization of the purchase decision are driven by both the consumer's will and the consumer's decision (Howard & Sheth, 1969).

Mehrabian and Russell proposed SOR model in 1974, that is, "stimulus-organism-response". This model believes that consumers' purchase intention comes from consumers' physiological and psychological factors, and also comes from external environmental factors. Under the stimulation of the external environment, the consumer's internal trust degree is affected, and then the consumer's stronger purchase intention is formed, and finally the purchase behavior is implemented (Mehrabian & Russell, 1974).

Fishbein said the subjective probability of a customer's purchase behavior is his purchase intention (Fishbein, 1975).

Mullet and Karson proposed that purchase intention stems from the formation of consumers' subjective choices. In the process of recognizing a product, consumers are stimulated by external conditions, which in turn affects their purchase decisions (Mullet & Karson, 1985).

Zeithaml believes that when consumers actually get more out of a product or service, they value

it more. Therefore, improving the perceived value of the product helps to enhance the purchase intention of consumers (Zeithaml, 1988).

Dodds and other scholars said purchase intention means that consumers have a subjective probability or possibility to buy a particular product. They believe that consumers' perceived value of a product comes from the benefits brought by the product and the price paid for the product. They argue that consumer purchase intention is positively related to perceived value (Dodds, Monroe, & Grewal, 1991).

Ajze believes that people's purchase intention is directly affected by their attitudes, subjective norms and perceived control in the purchase decision (Ajzen, 1991).

Chang's study demonstrated that purchase intention is positively influenced by perceived value, which is the main factor affecting purchase intention (Chang & Wildt, 1994).

Mirabi and other scholars defined purchase intention as the tendency of consumers to purchase certain products under certain conditions. Purchase intention is usually associated with consumers' behaviors, views and attitudes (Mirabi, Akbariyeh, & Tahmasebifard, 2015).

Perceived Value

Social Value

Fishbein and Ajzen believed that participation in social culture or norms would not only put pressure on individuals to perform the behaviors discussed, but also affect customers' perception of value (Fishbein & Ajzen, 1977).

The research of Park et al. can argue that enhancing the self-concept and self-identity of individuals in the social environment is an important aspect of the basic needs of customers. If the product fails to meet this need, the customer will feel uncomfortable and thus receive less satisfaction. Therefore, they believe that meeting this need is the basis for the customer's perceived value of the product (Park, Jaworski, & MacInnis, 1986).

Sheth and other scholars believe that when customers are aware of establishing connections with others, they will feel the generation of value (Sheth, Newman, & Gross, 1991).

Sweeney and Soutar believed that customers tend to seek products that can help improve their social self-concept in order to be recognized or respected in the society, and put forward the definition of social value in their seriousness: Social value is the improvement of social utility derived from the improvement of social self-concept by the self-concept of product ability (Sweeney & Soutar, 2001).

Gallarza and Gil say that social acceptance is one of the basic factors required for customer satisfaction and loyalty (Gallarza & Saura, 2006).

Emotional Value

Holbrook proposed a new consumer value, namely experiential value, which emphasizes that consumers pay more attention to the emotion, experience and pleasure obtained in the consumption process when purchasing products or services (Holbrook & Hirschman, 1982). Holbrook proposed

connecting with consumers by providing values related to their emotions and experiences. These include personal quality of life improvements, emotional experiences, and experiences of unique pleasure (Holbrook, 1999).

Scholars such as Sheth pointed out that emotional value is the inner emotional connection between users and other brands when buying goods, which focuses on users' emotional attitude and brand-related emotions and emotions. Emotional value has a positive impact on the purchase intention of users (Sheth et al., 1991).

Sweeney and Soutar developed a scale related to the perceived value dimension, which includes factors such as enjoyment, relaxation, feeling good and happiness. They defined affective value as the utility derived from the feeling or emotional state generated by the product (Sweeney & Soutar, 2001).

Product emotional benefit is an important aspect of customer perceived value and has a positive impact on consumer purchase (Lim, Widdows, & Park, 2006).

Functional Value

Holbrook and Hirschman proposed the concept of utility value, which refers to the evaluation of practicality or utility of goods or services by consumers. This value is that they expect to meet their functional needs by purchasing and using the product or service. Utility value is one of the important considerations for consumers in purchasing decisions (Holbrook & Hirschman, 1982).

According to Sheth et al., functional value means that a product or service can meet the practical needs of consumers and provide convenience, efficiency and effect through features and functions, which have an important impact on the purchase decision (Sheth et al., 1991).

Joiner says the value of a product depends on its functional capabilities. This is considered a basic requirement that every product must meet these criteria. If the functional requirements of the product are not met, the customer may leave (Joiner & Reynard, 1994).

Sweeney and Souar conducted further research and developed a scale related to this value dimension, called functional value. The scale consists of two components, namely performance (speed) and quality of the product. They consider functional value as the performance/utility resulting from the perceived quality and expected performance of the product (Sweeney & Soutar, 2001).

Price Value

Zeithaml believes that the cost involved in obtaining a product should include monetary related costs, such as the actual price of the product, and non-monetary related costs, such as the effort and time spent, which are closely related to the utility or benefit customers get from the money they spend or any other cost (Zeithaml, 1988).

Dodds and other scholars established a model of perceived value, taking into account the perceived benefits and perceived value of consumers as well as the price of products. The perceived value can positively affect the purchase intention (Dodds et al., 1991).

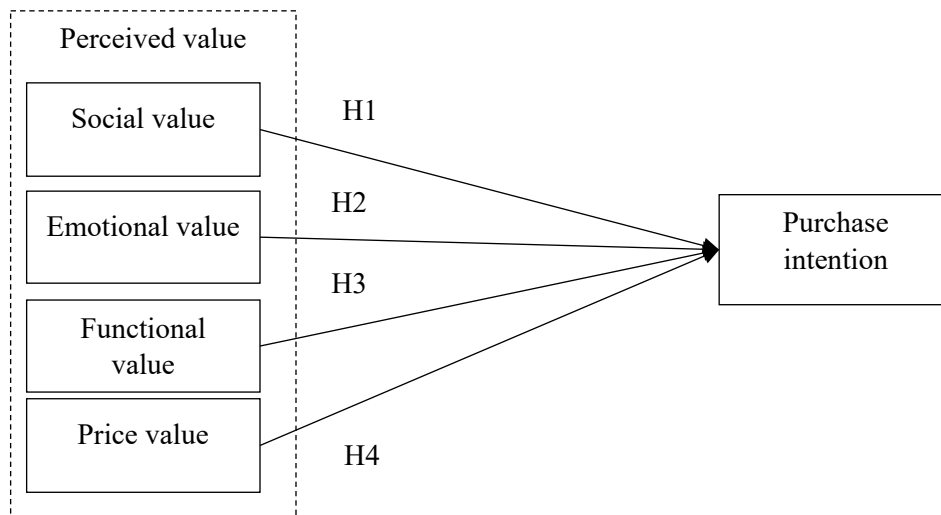
Sheth argues that price value refers to the relationship between the extent to which a product or

service is perceived by consumers to provide benefits, meet needs, or solve problems compared to the price they pay. Consumers will assess the value of a product or service based on their needs and expectations and compare it with the price paid to decide whether they think the product or service has good price value (Sheth et al., 1991).

Sweeney and Soutar conducted further research and defined price value, which reflects the perceived benefits of customers from short- or long-term cost savings of a product(Sweeney & Soutar, 2001).

Dodds and other scholars established a model of perceived value, taking into account the perceived benefits and perceived value of consumers as well as the price of products. The perceived value can positively affect the purchase intention (Dodds et al., 1991).

This paper finally selects Sweeney and Soutar, whose research is carried out for durable consumer goods. Since NEV coincide with durable consumer goods. In addition, S-O-R theory model and perceived value theory are combined. Since we set the research scope in Beijing, China, the theoretical model can be simplified. The final theoretical framework is as follows:



Picture 1: Theoretical Framework

Based on theoretical framework, this paper puts forward the following four questions and hypotheses combined with research purposes.

H1: The customer perceived social value of NIO is positively correlated with their purchase intention.

H2: The customer perceived emotional value of NIO is positively correlated with their purchase intention.

H3: The customer perceived functional value of NIO is positively correlated with their purchase intention.

H4: The customer perceived price value of NIO is positively correlated with their purchase intention.

Methodology

This study mainly used quantitative research methods. Previous scholars mostly used quantitative research methods to study the relationship between variables, so it is appropriate to use quantitative research methods in this paper.

In this study, the customer purchase intention is regarded as the dependent variable, and the customer perceived value is regarded as the independent variable. The questionnaire was measured and scored using a five-point Likert scale (Allen & Seaman, 2007). The content of the questionnaire consisted of two parts, demographic information and the thematic part of the questionnaire. Sweeney and Soutar emetically analyzed and studied customer perceived value by constructing and applying the corresponding PERVAL scale. This paper proposes four dimensions of perceived value (Sweeney & Soutar, 2001). Based on this framework, this study subdivides the subject of the questionnaire into four dimensions of customer perceived value: social value, emotional value, functional value, price value, and purchase intention. The three-item scale based on the research of scholars such as Dodds measures the customer's purchase intention, Specific items ranged from "very low" to "very high" (Dodds et al., 1991). Therefore, we can divide the purchase intention of NIO's products into three parts, that is, If I were to buy a new energy vehicle now, I would consider buying NIO's products, I am willing to buy a NIO's products, I am willing to buy NIO's products and recommend them to others.

In 2014, Miao and other scholars put forward the basic elements in the multi-scale model for developing the customer perceived value of new energy electric vehicles, such as: Brand, infrastructure, preferential policies, purchase price, use cost, sense of enjoyment, etc., and explain the basic elements (Miao et al., 2014). Some of the scale questions were modified by combining the elements of the literature with the characteristics of NIO and considering the consumption situation of new energy vehicles in Beijing.

Demographic information collection included: The client's gender, age, education level, occupation, and income.

In this study, the collection objects are set as ordinary consumers in Beijing who are interested in new energy vehicles. The data source is mainly collected through the questionnaire survey, through IP address restriction and random distribution of questionnaires to attract people interested in new energy vehicles or NIO to fill in. A total of 700 questionnaires were distributed and 624 were recovered. In order to ensure the validity of the data, we eliminated the questionnaires with incomplete answers or obvious irrationality, and finally retained 572 valid questionnaires, with an effective rate of 81.7%.

After data collection, the reliability and validity of the collected data were tested by SPSS

software. The test results were as follows:

In this paper, the overall reliability of the questionnaire was tested: excluding the five basic questions of demography, the reliability analysis statistic results showed that the α coefficient was 0.917. The result is greater than 0.8, so the overall questionnaire has high internal consistency. The "if item has been deleted" of the scale is measured, and the results show that the reliability coefficient obtained by deleting any item is lower than the α coefficient obtained by 21 items. Therefore, deleting any item will lead to the decrease of its reliability, that is, the reliability of the scale is the highest when 21 items exist simultaneously. The reliability of each dimension of the questionnaire was tested, and the α coefficients were 0.899, 0.854, 0.865, 0.870, 0.826, respectively, and the results were all greater than 0.8. This indicates that all dimensions have good reliability.

Validity test according to SPSS data results showed that the KMO value was 0.922, the value was greater than 0.6, and the Sig value was 0.000, the significant value was less than 0.05. The rotated factor matrix table divided all scale questions into five dimensions. The corresponding items of each dimension were consistent with the dimensions of the questionnaire. All items were valid and passed the validity test because they only had a load higher than 0.5 on a single dimension.

Results

Specific to the relationship between each dimension of perceived value and purchase intention, SPSS was used for correlation test, using Pearson correlation analysis method, which can determine the strength and direction of correlation between each dimension of perceived value and purchase intention. The results show that P is less than 0.05, indicating that there is a significant correlation between each dimension, and the correlation coefficient between each dimension is greater than 0, indicating that there is a positive correlation between each dimension. It can be concluded that there is a significant correlation between purchase intention and each factor of customer perceived value.

Table 1: Relevance Table

	1	2	3	4	5
1. Functional Value Dimension	1				
2. Price Value Dimension	.421**	1			
3. Emotional Value Dimension	.358**	.435**	1		
4. Social Value Dimension	.360**	.414**	.423**	1	
5. Purchase Intention Dimension	.437**	.419**	.463**	.447**	1

**Significantly Correlated at the .01 Level (Bilaterally).

In the four dimensions, the regression coefficient B is greater than 0, which means that functional value, price value, emotional value and social value all have a positive impact on customer purchase intention. From Table 1, we can obtain the formula of the influence of NIO's customer

perceived value in Beijing on customer purchase intention as follows:

$$\text{Customer purchase intention} = 0.399 + 0.242 * \text{functional value} + 0.145 * \text{price value} + 0.253 * \text{emotional value} + 0.224 * \text{social value}$$

Table 2: Model Summary Table

Models	R	R Square	Adjusted R-Square	Standard Error of Estimate	Durbin-Watson
1	.598a	.357	.353	.83649	2.074

a. Predictor variables: (constant), social value dimension, functional value dimension, emotional value dimension, price value dimension. b. Dependent variable: purchase intention dimension

Table 3: ANOVA Analysis of Variance

Models	Sum of Squares	Df	Mean Square	F	Sig.
1					
Regression	220.318	4	55.079	78.716	.000b
Residuals	396.741	567	.700		
Total	617.059	571			

a. Dependent variable: Purchase intention dimension. b. Predictor variables: (constant), social value dimension, functional value dimension, emotional value dimension, price value dimension.

Through the comparison between B values, it can also be concluded that the emotional value dimension has the highest influence on the purchase intention of automobile customers, and the price value dimension has the lowest influence.

In summary, the paper can conclude that:

H1: The customer perceived social value of NIO is positively correlated with their purchase intention. Social value has a positive impact on customers' willingness to purchase, so hypothesis H1 holds. Social value has a positive impact on the purchase intention of NIO customers, indicating that if NIO can improve the social value of its products in terms of environmental protection.

H2: The customer perceived emotional value of NIO is positively correlated with their purchase intention. Emotional value has a positive impact on customers' willingness to buy, so hypothesis H2 holds. Emotional value has a positive impact on the purchase intention of NIO customers. This indicates that if NIO's products can produce stronger emotional identification and pleasure, such as product design identification, comfortable driving environment and reliable after-sales service, consumers will be more willing to buy NIO's products.

H3: The customer perceived functional value of NIO is positively correlated with their purchase intention. Functional value has a positive impact on customers' willingness to buy, so hypothesis H3 holds. The functional value has a positive impact on the purchase intention of NIO customers. This shows that the functions and performance provided by NIO's products can meet the daily driving needs of consumers, and consumers will be more inclined to buy.

H4: The customer perceived price value of NIO is positively correlated with their purchase

intention. Price value has a positive impact on customers' willingness to buy, so hypothesis H4 holds. The price value has a positive impact on the purchase intention of NIO customers. Although the research results show that price value has the smallest influence on purchase intention among the four dimensions, price value is still an important factor affecting consumer decision-making.

Discussion

The results of this study show that value, emotional value, functional value and price value of perceived value all have positive effects on purchase intention.

The research contribution lies in that, first of all, by exploring the relationship between customers' perceived value and purchase intention, the research results can provide an important reference for new energy vehicle enterprises to make marketing strategies and product design decisions. Secondly, understanding consumers' purchase intention for new energy vehicles can help enterprises find the pain points in the purchase behavior, and then improve products and services to improve customer satisfaction and loyalty. In addition, the findings can provide relevant recommendations for the automotive industry to encourage the development and popularization of NEVs to cope with global issues such as environmental pollution and climate change.

Future research can focus on the following aspects to conduct more in-depth research on the perceived value of NEVs. Firstly, the scope of the study sample could be expanded to cover more regions and groups to increase the representativeness and generalizing of the findings. Secondly, more parameters and variables can be introduced to evaluate the perceived value of NEVs, and the perceived value dimension can be refined for more in-depth research. In addition, other factors that may affect the purchase intention such as government policies, environmental awareness, etc. can be studied in depth to understand their impact on the NEV market and the importance of consumer purchase decisions. Furthermore, more kinds of research methods, such as in-depth interviews and field observation, are used to obtain more rich data and information to more accurately evaluate the value of NEVs. All in all, future research should focus on solving the limitations of existing research, and adopt a variety of methods and perspectives for in-depth research, which is of great significance to promote the development of the new energy vehicle market.

Conclusions

This study aims to explore the effect of NIO's customer perceived value of on their purchase intention. In the literature review section, this paper reviews the related research on perceived value and purchase intention, and finds that perceived value plays an important role in consumers' purchase intention. Through combing the previous literature in related fields, a theoretical framework was constructed according to the relevant literature and the actual situation of NIO. In order to achieve the purpose of the study, this paper adopted a quantitative research method. Subsequently, a questionnaire

was designed and conducted to collect data related to NIO in Beijing. Through sorting and analyzing the data, the research conclusion was drawn. The results show that NIO's customer perceived value has a significant positive impact on their purchase intention. The social, emotional, functional, and price values of the perceived value all had a positive impact on purchase intention. Based on the results of the study, the following suggestions are put forward: NIO and other new energy vehicle manufacturers should pay attention to customers' perceived social value, emotional value, functional value and price value. Improving the social value of the product such as environmental protection, innovation and overall image, meeting the emotional recognition and pleasure of customers, improving the function and performance attributes of the product, and reducing the product price and maintenance cost can enhance the purchase intention of customers.

Despite the limitations of this study, this study demonstrates that the perceived value of NEVs has a positive impact on their purchase intention, which makes an important contribution to both NEVs manufacturing enterprises and the NEVs market as a whole.

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A STUDY ON THE PROBLEMS OF TECHNICAL BRAIN DRAIN IN CHINA RESOURCES FINANCIAL CONSULTING CO., LTD. AND ITS COUNTERMEASURES

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Abstract: With the intensification of market-oriented competition, the core of enterprise competitiveness has gradually changed to the accumulation of talents. Human resources have become the key for enterprises to create competitive advantages and grasp development opportunities. At present, as China's system is in the transition period, due to social policies, management mechanisms, corporate culture and other deep-seated factors, brain drain is the most headache for the majority of small and medium-sized enterprises. This paper tries to dig out the reasons that affect the brain drain of small and medium-sized enterprises as far as possible, and puts forward corresponding countermeasures and suggestions to help small and medium-sized enterprises find ways to control brain drain. Of course, the brain drain of small and medium-sized enterprises is a complex and comprehensive problem, involving all aspects of enterprises. This article cannot elaborate one by one. It is very difficult or even difficult to design an effective strategy that can successfully solve the brain drain problem of all small and medium-sized enterprises. Because the brain drain of each enterprise is affected by various factors such as individual characteristics of employees, enterprise environment, social and economic situation, and national policies, it presents different characteristics, and the solution should be adjusted with the change of specific conditions. Therefore, small and medium-sized entrepreneurs must find out the actual management situation, grasp the key to the problem, formulate positive and effective human resources strategies according to the situation, and constantly improve and improve in the actual management process, so as to achieve the goal of "attracting, using, cultivating and retaining" talents and achieve sustainable development.

Keywords: Brain Drain, Human Resource Strategy, Professional and Technical Personnel, Satisfaction

Introduction

In recent years, the rapid development of small and medium-sized enterprises is of great significance to China's economic and social stability and scientific and technological innovation. In the process of continuous development and growth of small and medium-sized enterprises, the problem of

brain drain has become the bottleneck of enterprise development.

We live in an era of knowledge, the essence of enterprise competition is talent competition, human capital composition is the most important competitive advantage of enterprises. Human resources is the key factor of the core competitiveness of enterprises, and talent is the fundamental guarantee for the survival and development of enterprises. Therefore, enterprises need to control the allocation of human resources within a reasonable range. The high brain turnover rate, on the one hand, increases the management cost of enterprises, on the other hand, it weakens the strength of their own enterprises, and even changes the competitiveness to competitors, which will inevitably affect the normal operation of enterprises, and lead to the decline of the quality of products and service.

This paper first takes the technical personnel of small and medium-sized enterprises as the research object, summarizes the characteristics of human resources management of such enterprises through domestic and foreign literature, and prepares for the quantitative operation in the follow-up practical research. Carry out practical and specific research on the financial personnel of China Resources Corporation as the target. Summarize the current situation of the company's human resources, and analyze the problem of technical talent drain during the growth period of the company through personnel survey and quantitative analysis. In the later stage, according to the general characteristics of the enterprise, the short-term problem countermeasures and long-term management system assumptions are proposed to solve the problem of technical personnel loss. Finally, the main conclusions of this study are drawn through the stage effect analysis, and the research countermeasures with high practicality and universal significance are proposed.

Research Objectives

In view of the adverse effects of the above professional and technical talent drain, this paper, through systematic and scientific analysis, finds out the causes of the professional and technical talent drain in enterprises, and puts forward corresponding countermeasures and suggestions. To improve the satisfaction of excellent professional and technical personnel and create a sense of belonging to the enterprise. Enterprises can adopt corresponding suggestions and take corresponding measures in combination with the development of the company to optimize the human resource structure and retain excellent employees. Enhance the core competitiveness of the company, stimulate the enthusiasm of technical personnel and improve productivity. Finally, the purpose of reducing the turnover rate and the loss of the enterprise is achieved.

Taking China Resources Financial Consulting Co., LTD. as an example, the technical talents are mainly financial personnel, conducting research on the problem of high turnover rate of professional and technical talents, and proposing countermeasures based on the knowledge learned.

Technical talents largely determine the operation and development of small and medium-sized enterprises. This article is to conduct in-depth analysis and research based on the most troublesome

problem of managers in the development period of small and medium-sized enterprises - the resignation of core technicians in the growth period. Growth enterprises as the focus of this paper: first, small and medium-sized enterprises are the emerging force of economic development in China in recent years, and the development of technical personnel is the lifeblood of the development of such enterprises, so how to improve the management of technical personnel in small and medium-sized enterprises is a very important topic. Secondly, the characteristics of small and medium-sized enterprises determine that they have no particularity in the management of technical personnel management, and it has more important significance for them.

Victor Vroom, an American psychologist, put forward the idea of expectation theory, which was first published in the book *Work and Motivation* published in 1964. In the expectation theory, it is assumed that people will set a short-term goal for themselves and make continuous efforts to achieve personal satisfaction. Maslow divided human needs into five levels from high to low, namely, physical, security, social, respect and mouth-to-mouth realization needs; These five levels are met at the same time, and need to be gradually from low to high; High-level needs stimulate people's subsequent specific behaviors and promote the occurrence of ineffective behaviors; The higher the demand, the more incentive.

This paper is based on the following assumptions that companies grow in an uncertain and risky environment; that management elements are controlled by managers and indirectly affect employee satisfaction with jobs; that people set a near-term goal for themselves and work constantly to achieve personal satisfaction.

Literatures Review

The problem of brain drain is relatively early research in foreign countries. In the long-term practical research process, many relatively mature theories have been formed. We conclude from these theories the main factors that the brain drains. The main theories are presented as follows:

Factors such as income satisfaction, satisfaction with management system and satisfaction with the nature of work have a greater impact, and employees with low satisfaction are more likely to leave (Storey, 1994). The sense of fairness experienced by employees is very important and has a great relationship with personnel turnover. This sense of fairness stems from the sense of fairness in work returns and the sense of fairness in employees' interpersonal relationships, which may lead to brain drain (Iverson, 1999). Maintaining a competitive organization that is conducive to innovation over time and risk changes into competition between management and employees explains the possible pressure on the organizational structure in two completely different directions. From the perspective of innovation management workers, strategic change and the practice of central management need to support this difference, leading to tension and organizational strain. (Sabine & Katherine, 2011).

The theoretical research on brain drain in China started relatively late compared with that in

western countries. With the faster and faster economic development in China, there are a lot of mature research results on brain drain in China's academic circles. The main theories are as follows:

An empirical analysis of the turnover intention of employees is carried out based on the four factors of job satisfaction, job resistance pressure, organizational commitment to members and economic rewards available. A study of different types of enterprises in China shows that the ranking of turnover intention of employees is state-owned enterprises, followed by private enterprises, and finally foreign-funded enterprises (Zhao, 2003). The main reasons for the brain drain are the backwardness of human resources management system reform, the lack of scientific interest distribution model and the lack of attention to training. The needs of employees are not met, and the degree of respect and trust is low (Zhang, 2006). Four measures to reduce the loss of technical talents in enterprises: designing a reasonable salary system; Establish a good psychological contract; Help employees establish career plans; Build the talent pool of enterprises (Yang, 2011).

In short, from the domestic and foreign research theory of brain drain, we can see that the main aspects affecting the brain drain are: (1) personal reasons. Due to their own development prospects, considering that the current enterprise cannot meet their career planning goals, to seek a better working environment or atmosphere to learn new knowledge and new technology, to achieve the increase of their own human capital. (2) Organizational factors. This is the fundamental problem that leads to the brain drain. It mainly includes manager quality, employee incentive mechanism, salary and treatment, corporate culture and other factors. This part is also the main description and research focus of this paper. (3) Social factors. Mainly have the industry conditions, the company's development prospects, the national corresponding policies, etc.

Methodology

Literature Review Method

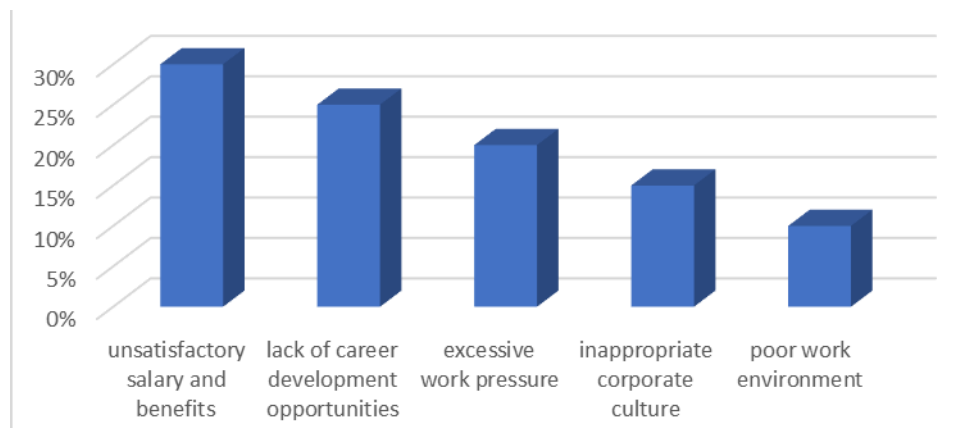
According to the topic of "Research on the brain drain and countermeasures of technical talents of China Resources Financial Consulting Co., LTD." studied in this paper, search, identify and sort out relevant literature, and first form a scientific understanding method of the research. Understand the current research trends, obtain relevant theoretical results, and provide strong theoretical support for the subsequent research; and summarize the common problems of technical personnel management in the growth period of the small and medium-sized technology enterprises, and the possible impact on the enterprise.

Questionnaire Method

The questionnaire method is also known as the "written survey method". A means of investigation to indirectly collect relevant research materials in written form. This study issues questionnaires to China Resources Financial Consulting Co., Ltd. to conduct a quantitative survey on the work satisfaction of enterprise technicians. On the basis of the preliminary grasp of the macro and

microenvironment of the company, and test the validity and reliability of the questionnaire, and then on the basis of the test, consult the tutor to improve the questionnaire accordingly, and determine the final questionnaire. The paper and electronic version of the questionnaire were prepared to ensure the rationality and reliability of the questionnaire and expand the sample wood space as much as possible. Finally, the questionnaire was received, and the interventional model analysis and descriptive analysis were conducted according to the valid questionnaire received.

We have designed a structured survey questionnaire that includes questions on employee basic information, reasons for resignation, job satisfaction, compensation and benefits, career development, corporate culture, and other aspects. The survey subjects were technical employees of China Resources Financial Consulting Co., Ltd. A total of 50 questionnaires were distributed, and a total of 40 valid questionnaires were collected, with an effective recovery rate of 80%. According to the survey results, the average age of technical employees at China Resources Financial Consulting Co., Ltd. is 30 years old, with 70% of them being males and 30% being females. The distribution of working years among the survey subjects is relatively uniform, mainly focusing on employees with 3-5 years of work experience. The survey results show that the main reasons for technical employees to resign are as follows: unsatisfactory salary and benefits (30%), lack of career development opportunities (25%), excessive work pressure (20%), inappropriate corporate culture (15%), and poor work environment (10%). These reasons indicate that compensation, benefits, and career development are the main reasons for the turnover of technical employees.



Picture 1: The Main Reasons for Technical Employees to Resign

Key Behavioral Interview Method

According to the key events in the research process, face-to-face interviews with the key figures. Through direct communication with the interviewees, the interviewees obtained their views, views and opinions on the key events throughout the implementation process of the study, so as to

ensure keeping abreast of the enterprise personnel dynamics.

Results

The institutionalization of human resource management has obvious effect on improving the drain of technical talents, mainly including:

Improve the Incentive System

(1) The company shall establish a fair and effective performance appraisal system. In the company, the determination of employee salary, promotion or demotion, reward and punishment, and the determination of qualification and ability all need an objective, fair, scientific and reasonable evaluation system. The evaluation content should include the employee's moral character, ability, quality, potential, personality, work attitude, quality, quantity and other aspects, and different evaluation standards and evaluation procedures should be formulated for the employees in each department.

(2) Accounting enterprises have high requirements for special skills such as knowledge, and most business operations are the result of employees' mental work. The opportunity cost of employees moving to other enterprises is not very high, and sometimes material incentives cannot play their due role. The company should continue to strengthen the implementation of the long-term service award, and we see that the long-term service award is implemented to adapt to the high turnover rate to encourage employees to serve the company in the long term.

Realize the Unity of Employee Goals and Organizational Goals

The speed of social development is getting faster and faster, and the development of science and technology is becoming more and more rapid and diversified. The speed of updating of the skills and knowledge needed for work is also accelerated. Most employees find that knowledge is quickly outdated and requires constant learning of new knowledge. Only by constantly updating their own knowledge will not be eliminated by the society. In order to be competitive... If the enterprise only gives them the opportunity to use the knowledge, but not them the opportunity to increase the knowledge, the company cannot guarantee that the employees do not leave. The company not only provides on-the-job training for every employee every year, but also can choose the alternative way allowed by the company to complete the training and pay for the training through tuition reimbursement. In addition, the company also attaches great importance to providing employees with advanced technical training, management training and multi-level academic education. In short, in the era of knowledge economy, the management of human resources should be carried out according to the characteristics of employees. Only in this way, can we retain talents, make good use of talents, and maintain the competitive advantage of enterprises.

The humanization of management mode has obvious effect on improving the loss of technical talents, mainly including: People oriented.

Companies should fully realize that the value of human capital includes not only the skills and

intelligence of their employees. It also includes the physical quality of employees, which should not only make good use of employees to create greater value for the company, but also always care about the work and life of employees. Human resource management should be more and more involved in solving the daily family trifles of employees, such as housing, life, working style, shift situation, illness and so on. So that they have more time, more concentrated energy to work, form a sense of loyalty, sense of belonging, identity, and responsibility to the company, wholeheartedly serve the company.

For the investigation of the reasons for resignation, can do more humane, more sufficient, as a beneficial supplement to people oriented. Most of the reasons investigated in the resignation investigation of the case company are the personal reasons of the employees. Employees are unwilling to tell the truth to the company when they leave, afraid of offending people and the subsequent influence on their next work. We can redesign the turnover questionnaire, in addition to keep the organizational factors project and personal factors, to increase some broad survey content, such as employees on the work content related evaluation, get along with colleague's boss evaluation, company related policy process evaluation, and working conditions, welfare content, etc.

Discussion

This paper uses scientific methods such as literature review, questionnaire and key event interviews to study the problem of technical staff turnover during the growth period of technology-based SMEs, and mainly finds the following problems: First, the organizational structure of technology-based SMEs is weak, and it is difficult to meet the situation of their young technical staff and diversified needs; Secondly, the performance appraisal system of technology-based SMEs in their growth period lags behind their business development speed and is difficult to match their business development needs; Third, the technology-based SMEs are in a tight business during their growth period, often with the problem of multiple posts for one person, frequent overtime and insufficient incentive mechanism; Fourth, technology-based small and medium-sized enterprises do not attach importance to staff training, and it is difficult to meet the improvement of technical staff's professional skills, which is more common to be regarded as a springboard; Fifth, the influence of technology-based small and medium-sized enterprises is relatively insufficient compared with that of large enterprises in the same industry. In the face of fierce industry competition, employees' loyalty to the enterprise is not high and they are easy to lose confidence.

Conclusions

Based on the study of the research and experience, the relevant incentive and separation control schemes: optimize the salary structure, make the employees have material cash incentives, make clear career planning and have confidence in the future; establish a better interpersonal relationship with the Chinese people, and realize the feeling of "people-oriented" home. Finally, the resignation problem of

new employees that has the greatest impact on the turnover rate is expounded in detail, and the improvement methods including improving recruitment and creating a growth environment are put forward.

Due to inexperience and experience, this study has considerable limitations and the conclusions may be somewhat biased. In the future work, we will continue to apply the knowledge of enterprise management and human resource management we learned. In order to better connect theory with practice, promote the use of human resource management in enterprises, and contribute to the development of society.

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A STUDY ON THE EFFECT OF PERCEIVED SUPERIOR TRUST ON EMPLOYEES' VOICE BEHAVIOR WITH SELF-EFFICACY AS A MEDIATING VARIABLE

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Abstract: Based on the frameworks of Leader-Member Exchange Theory, Social Exchange Theory, and Social Cognitive Theory, this study aims to investigate the mechanism of the relationship between employees' perceived trust in superiors and constructive behaviors in this study, and to add the mediating variable of self-efficacy, which is a mediator variable from the perspective of self-assessment research in Social Cognitive Theory, so as to explore the extent of the association and the interactions among the three variables. In this paper, a quantitative research method was used to collect data from 410 respondents in the home appliance sales industry in Hebei Province, China. A total of 450 questionnaires were distributed, and 410 valid questionnaires were collected after preliminary data screening and exclusion. SPSS27.0.1 statistical analysis software was used to conduct descriptive statistics, independent samples t-test, one-way ANOVA, correlation analysis and regression analysis on the collected data of valid samples to verify the research hypotheses of this paper. The results of the study show that employees' perceived trust in superiors has a significant positive contribution to both employees' self-efficacy and constructive behaviors; employees' self-efficacy has a positive contribution to constructive behaviors; self-efficacy plays a partially mediating role between perceived trust in superiors and employees' constructive behaviors is confirmed; and employees' personal attributes are partially verified in terms of their variability in the variables of the study. Based on the results of the study, rationalized suggestions for corporate management and organizational optimization are proposed from the perspective of establishing a good superior-subordinate trust relationship.

Keywords: Leader-Member Exchange, Perceived Trust, Turnover Intention

Introduction

With the continuous development and growth of the global economy in recent years, the world economy today has gradually moved into the era of knowledge-based economy and high-tech development. This makes the value of employees within the enterprise not only limited to the physical work they have, but should pay more attention to the development of their creativity and innovative

thinking. Le (1998) argues that, employees' constructive opinions or measures on the current shortcomings of the organization are a necessary part of the innovation process. Zhou and George (2001) argue that, employee voice behavior not only enables employees to express their demands and suggestions, but also enables organizations to realize the root causes of employee dissatisfaction and to correct and optimize the organization in a timelier manner. They also allow the organization to be aware of the root causes of employee dissatisfaction and to correct and optimize organizational processes in a more timely and effective manner. However, Liang (2012) and Morrison (2014) found that employee voice behavior is an extra-role behavior, which can sometimes be seen as a challenge to leadership authority and an outlet for employees' internal dissatisfaction, or as a way to trouble employees who have been treated unfairly and assigned poor work. This makes employee voice behavior risky and challenging. How to actively and effectively promote the occurrence of employee voice behavior, enhance employee creativity, and dispel employee concerns about suggesting ideas is a pressing issue for companies and academics alike. According to Dirks and Ferrin (2002), trust as the foundation and prerequisite in interpersonal interactions, a good trust relationship not only helps maintain organizational harmony and stability, but also helps stimulate positive employee attitudes and behaviors. Given that employees' superiors serve as their direct managers and voice objects, employees' perceived trust in their superiors can effectively dispel employees' voice concerns and promote their voice behaviors. Therefore, this paper explores the correlation between perceived supervisor trust, self-efficacy, and employee voice behavior based on the framework of leader-member exchange theory and social cognitive theory.

Research Objectives

Based on the research perspective of employees as the trusted party in perceived superior trust, this study focuses on employee voice behaviors that are riskier and challenging in organizations, and further analyzes the role of employees' perceived superior trust on their voice behaviors. The role of employee self-efficacy in mediating the relationship between perceived supervisory trust and employee voice behavior is explained based on the self-evaluation perspective of social cognitive theory. The objectives of the study are as follows:

1. To test the effect of perceived superior trust on employees' voice behavior.
2. To test the effect of perceived superior trust on employees' self-efficacy.
3. To test the effect of employee self-efficacy on voice behavior.
4. To test the mediating role of employee self-efficacy between perceived superior trust and voice behavior.
5. To test the variability of perceived superior trust, self-efficacy, and employee voice behavior on demographic variables.

Literature Review

Perceive Superior Trust

Mayer (1995) argues that trust is an associative relationship that individuals maintain with others in their social lives based on positive expectations, and that the trusting party is willing to take risks for the relationship. For example, a superior's trust in a subordinate is often reflected in the willingness to entrust him with important work and to take a series of risks that may arise from his actions or consequences. At the same time, Mayer proposed Perceived Trust, which is defined as the trustee's perception of the trustor's willingness to take risks for the uncertainty of his or her actions or consequences. Lau (2007) argues that only the subordinates themselves know best whether they perceive the trust of their superiors, and only from the subordinates' research perspective can it be called perceived superior trust. Salamon and Robinson (2008) found that perceived supervisor trust indicates a supervisor's willingness to take risks arising from the employee's own weaknesses or lack of competence. Based on the Chinese context, Wang and Zhang (2016) found that when superiors trust their subordinates, then they are willing to take responsibility for the risks associated with their subordinates' actions or outcomes. This study adopts the concept of perceived superior trust as proposed by Wang and Zhang (2016) applicable to the Chinese context. Perceived superior trust is mainly due to the important role played by the trust relationship, and leaders' treatment of subordinates both in terms of attitude and behavior have an important impact on employees' perceived superior trust. Radulovic (2019) found that perceived superior trust can make subordinates have relatively high sense of security and employee satisfaction in the work process. Wang and Lu (2018) found that employees' perceived trust in their attitudes or behaviors from their superiors can lead to more and more active organizational citizenship behaviors. The study in this paper focuses on the positive effects of perceived superior trust, which in turn promotes positive employee voice behaviors.

Voice Behavior

Hirschman (1970) initially pioneered voice behavior in his EVL model and argued that based on the organizational situation, employees may have both satisfaction and dissatisfaction, and when employees are faced with dissatisfaction, their behavior may be reflected in withdrawal or suggestion behaviors. According to Le Van and Le Pine (1998), voice behavior refers to constructive suggestions or measures to improve the organization's current work processes with the premise of improving the current situation. Thus, international scholars generally agree that voice behavior refers to making suggestions or improvement measures rather than representing only critical opinions, and also has the role of optimizing the organization. This study adopts the definition of voice behavior proposed by Le Pine and Van Dyne (1998). The essence of employee voice behavior is a proactive behavior to improve the current state of the organization and enhance its performance. The premise of voice behavior is to improve the current situation of the organization will inevitably break the established interests and distribution methods within the organization, therefore, voice behavior is to a certain extent a challenge

to the existing rules and leadership authority of the organization, and voice behavior is risky and challenging for employees.

Chinese scholars such as Duan (2007) found that high levels of organizational equity or organizational climate have a positive effect on employee voice behavior through a study of the relationship between organizational equity and voice behavior. Detert and Edmondson (2007) explored the impact of leadership style and its related behaviors on employee voice behavior based on leadership-member exchange theory, the study showed that high-quality leader-member exchange relationships can effectively promote employees' voice behaviors. Feng (2018), through a study of humble leaders, found that superior leaders possessing humble moral qualities can positively and positively influence employees' voice behaviors. Lu (2017) concluded that ethical leadership which includes paternalistic leadership, participative leadership, inclusive leadership and transactional leadership all have an impact on employees' voice behavior.

Self-Efficacy

Bandura (1977) defined self-efficacy as the degree to which an individual shows a confidence in completing a specific job task or in his or her own performance, i.e., how employees perceive themselves and the degree to which they recognize themselves. Gecas (1982) found that when employees evaluate the importance, competence, and value of their existence through frequent evaluations of self, which in turn form habitual evaluations, and this self-evaluation will have a significant impact on subsequent employee attitudes and behaviors. Wang and Zhang (2016) found that when the superior's position or power is high, the superior tends to classify employees as "insiders" and "outsiders", and being trusted by the superior is not only about the employee's status in the company but also about the employee's whether the individual is recognized by superiors.

Fredrickson (2001) found that individual self-efficacy in situations based on perceived trust can effectively contribute to employees' confidence and self-affirmation in accomplishing important tasks. As the study progressed, scholars likewise realized that employees' voice behavior is risky and can easily spill over into the employee's image in the collective organization and the employee's self-esteem if the construct fails; therefore, employees must be well thought out or have considerable confidence in their constructs before they occur.

Methodology

In this study, a quantitative approach was used to survey a sample of 17,500 people from 65 home appliance sales industries in Hebei Province, China, and 450 of them were randomly selected as the subjects of this study. The design of the questionnaire and the measurement items were chosen from international scholars who use a mature scale with good reliability and validity. The scale of perceived superior trust was developed by Gillespie (2003) and widely used by scholars, and the results were confirmed to be good in the Chinese context. The self-efficacy scale was developed by Schwarzer

(1997) and other scholars, which has a single structure and easy-to-understand measurement items (Wang, 2018). Voice Behavior This part of the scale was developed by Liang (2012) and other scholars based on the Chinese context. The scale has strong applicability to measuring employees' voice behavior in Chinese context, and has been widely used in Chinese context with high reliability and validity.

The questionnaires were distributed and collected through the "Questionnaire Star" platform in the form of links or QR codes, and 410 valid questionnaires were obtained after eliminating invalid questionnaires. The distribution of the sample data was analyzed by SPSS analysis software, among the subjects, 164 were male and 246 were female; 220 were under 25 years old, 164 were 26-35 years old, 15 were 36-45 years old, and 11 were over 45 years old; 45 were with high school/junior high school education, 73 were with college education, 253 were with bachelor degree, and 39 were with master degree or above. The above education accounts for 39 people; among the in-service positions, 328 are ordinary employees, 26 are grassroots managers, 7 are middle managers, 1 is a senior manager and 48 are other types. The number of working years is 174 within 1 year, 167 from 1-3 years, 28 from 4-6 years, 25 from 7-10 years, and 16 from 10 years or more.

The reliability of each subscale was tested by SPSS 27.0.1. Among them, Cronbach's alpha was used as the scale reliability test, and the Cronbach's alpha coefficient of perceived superior trust was 0.895, the KMO value was 0.936, and the cumulative total variance explained was 51.738%. The Cronbach's alpha coefficient for self-efficacy was 0.913, the KMO value was 0.946, and the cumulative total variance explained 56.279%. The Cronbach's alpha coefficient for voice behavior was 0.951, the KMO value was 0.967, and the cumulative total variance explained 69.627%. Based on the results of the above tests, it is clear that each subscale in this study has good validity and reliability.

Results

To test the research hypotheses in this study, we will test the variability of different personal traits of 410 respondents on three variables: perceived superior trust, self-efficacy, and voice behavior. The independent sample t-test was used to test only two variables, and one-way ANOVA was used to test two or more variables. According to the independent samples t-test on gender in Table 1, it is clear that the different gender differences between men and women are significantly different in the comparison of the means of voice behavior at the 0.01 significance level.

Table 1: Independent Sample t-Test on Gender

Variable	Mean		F	Sig.	T	Sig.
	Male	Female				
Perceive Superior Trust	39.6768	39.6301	3.377	0.067	0.065	0.948
Self-Efficacy	42.4939	41.5285	2.060	0.152	1.356	0.176
Voice Behavior	42.5366	39.2358	0.554	0.457	3.668	0.000

According to the one-way ANOVA on age in Table 2, it is clear that the differences in perceived levels of self-efficacy and voice behavior are significantly different across ages at the 0.05 significance level.

Table 2: One-Way ANOVA on Age

Variable	Mean	Std. Deviation	F	Sig.
Perceive Superior Trust	39.6488	7.09617	0.591	0.621
Self-Efficacy	41.9146	7.07245	3.107	0.026
Voice Behavior	40.5561	9.06176	6.619	0.000

According to the one-way ANOVA for academic qualifications in Table 3, it is evident that there is no significant difference in the perceived level of different academic level differences on each of the study variables at the 0.05 significance level.

Table 3: One-Way ANOVA on Education

Variable	Mean	Std. Deviation	F	Sig.
Perceive Superior Trust	39.6488	7.09617	1.669	0.173
Self-Efficacy	41.9146	7.07245	0.982	0.401
Voice Behavior	40.5561	9.06176	1.273	0.283

According to the one-way ANOVA on positions in Table 4, it is evident that there is a significant difference in the perceived level of self-efficacy among respondents between positions at the 0.05 level of significance.

Table 4: One-Way ANOVA on Jobs

Variable	Mean	Std. Deviation	F	Sig.
Perceive Superior Trust	39.6488	7.09617	0.640	0.634
Self-Efficacy	41.9146	7.07245	2.834	0.024
Voice Behavior	40.5561	9.06176	0.984	0.416

According to the one-way ANOVA in Table 5 regarding years of service, it is evident that there is significant variability in the perceived levels of perceived superior trust, self-efficacy, and constructive behavior across respondents' years of service at the 0.05 level of significance.

Table 5: One-Way ANOVA for Years of Work

Variable	Mean	Std. Deviation	F	Sig.
Perceive Superior Trust	39.6488	7.09617	2.881	0.022
Self-Efficacy	41.9146	7.07245	6.624	0.000
Voice Behavior	40.5561	9.06176	6.628	0.000

Correlation analysis is mainly used to examine the existence of some linear relationship and the degree of association between the variables. Pearson correlation coefficient analysis is usually used in correlation analysis as a measure of correlation among the variables. Based on the results of the correlation analysis between the variables in Table 6, it is clear that perceived superior trust has a significant positive correlation with self-efficacy and voice behavior and self-efficacy with testing behavior. On the demographic variables, voice behavior was significantly and negatively correlated with gender; self-efficacy was significantly and negatively correlated with both position and years of work experience. The results of the above correlation analysis expected significant relationships between the variables and allowed the next step of regression analysis to be conducted to test the hypotheses of this paper.

Table 6: Correlation Analysis of The Main Study Variables

	Perceive Superior Trust	Self-Efficacy	Voice Behavior
Gender	-0.003	-0.067	-0.179**
Age	-0.029	-0.044	0.050
Academic Qualifications	0.065	0.085	0.087
Jobs	0.015	-0.143**	-0.090
Years of Work	-0.063	-0.159**	-0.065
Perceive Superior Trust	1	0.205**	0.404**
Self-Efficacy	0.205**	1	0.554**
Voice Behavior	0.404**	0.554**	1

Table 7: Analytical Results of The Cascade Regression and Mediating Effects Tests

Variables	Self-Efficacy(M)		Voice Behavior(Y)			
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Gender	-0.091	-0.088	-.200**	-0.193**	-.150**	-0.151**
Age	0.016	0.014	0.084	0.080	0.075	0.073
Academic Qualifications	0.080	0.065	0.115*	0.084	0.072	0.053
Jobs	-0.119*	-0.126*	-0.061	-0.075	0.003	-0.015
Years of Work	-0.164*	-0.150**	-0.108*	-0.079	-0.020	-0.008
Perception Trust of Superiors		0.193**		0.396**		0.304**
Self-Efficacy					0.539**	0.477**
F-Value	4.733**	6.833**	5.366**	18.707**	34.053**	42.349**
R Square	0.055	0.092	0.062	0.218	0.336	0.424
Adjusted R Square	0.044	0.079	0.051	0.206	0.327	0.414
DW	2.032	2.044	2.055	1.998	2.086	2.013

Note: **p<0.01, *p<0.05, two-tailed test.

Perceived superior trust, self-efficacy, and voice behavior were analyzed using SPSS statistical analysis software using multiple linear regression. The demographic variables were used as control variables to test the hypotheses presented in this study one by one, according to Table 7. The results of

the study showed that both perceived superior trust and self-efficacy had a significant positive contribution to employees' voice behavior. The regression coefficients of the effect of perceived superior trust on employees' voice behavior decreased with the addition of self-efficacy as a mediating variable, and both were significant at the 0.01 level of significance. This can indicate that employees' self-efficacy plays a partially mediating role in the study of perceived superior trust on voice behavior.

Discussion

In the course of this paper, the main purpose of the research is to construct a theoretical model between perceived superior trust, self-efficacy and employee voice behavior and to formulate the research hypothesis of this paper. In the process of sample collection, only cross-sectional data of the respondents in this time period were collected due to the constraints of individual practice resources and financial ability, and the process of data fluctuation over time was not recorded, which to some extent affects the generality and objectivity of the research results. Secondly, since the perspective of this inquiry is based on employees' personal subjective perceptions, there may be certain deviations in the process of filling out this questionnaire due to employees' different levels of perception. In the process of verifying the valid data collected by using SPSS statistical analysis software, some of the data in the analysis were simply organized according to the research needs, so some of the data were not well reflected.

Second, for the mature scales used in this study, most of them were translated, modified, and rewritten after being introduced into the Chinese cultural context based on those developed by international scholars. However, this part of the scale is good in both reliability and validity and is its representativeness. Finally, the 410 respondents in this study were all from the home appliance sales industry in Hebei, China, which is somewhat regional in nature, and the generalizability of the results needs to be further tested.

In summary, the depth and breadth of this study on perceived superior trust, self-efficacy, and employee voice behavior need to be further examined.

Conclusions

This paper is based on social exchange theory, leader-member exchange theory and social cognitive theory. Based on the results of these tests, the following conclusions are drawn: 1. Perceived superior trust has a significant positive effect on promoting employee voice behavior. 2. Perceived superior trust has a significant positive effect on promoting employee self-efficacy. 3. Employee self-efficacy has a positive effect on promoting voice behavior. 4. Employee self-efficacy mediates the relationship between perceived superior trust and voice behavior. 5. Significant differences between perceived superior trust, self-efficacy, and significant differences in constructive behaviors among employees in the appliance industry were partially validated on demographic variables.

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RESEARCH ON THE MARKETING STRATEGY OF BYTEDANCE COMPANIES IN THE INTERNET INDUSTRY

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Abstract: This paper aims to investigate the development mode of Internet enterprise service platforms and analyze the marketing strategies that affect their implementation. The research method involves theoretical and empirical analyses, drawing on the theoretical achievements and practical experiences of internet enterprises. Specifically, the paper focuses on Byte Dance, a young and successful internet unicorn company that has created several popular products such as Toutiao and TikTok. It analyzes the company's business philosophy and purpose, product profile, SMB commercial marketing strategy, and the problems existing in its marketing strategies. The paper recommends that enterprises should strengthen their technology construction, create a flat management mode, improve their corporate social responsibility, and enhance their corporate culture concept. These recommendations are essential for the survival and growth of companies in the highly competitive internet industry. The paper concludes that in the context of "Internet +", the scale effect of the network economy is significant and the internet marketing market is rapidly developing, providing an excellent opportunity for companies to interact, cooperate, and integrate resources to achieve their goals.

Keywords: Internet +, Internet Enterprise, Marketing Strategy, Byte Dance, Network Platform

Introduction

Research Background

With the development of the Internet rapidly becoming an important part of the economy, society, culture and people's lives in just a few decades, the tentacles of the Internet enterprises have penetrated into all fields through the Internet products and services. New media is different from the fixed communication mode of traditional media such as TV, radio, newspapers and magazines. Internet companies with a new face attracts everyone's attention. The Internet economic development to bring new opportunities and broad stage at the same time, also make enterprises facing more fierce competition, Internet companies due to the lack of real economy advantage, in the development of the future need to face more severe competition situation. It changes mainly in the following aspects:

- 1) The Internet is Developing Rapidly.

- 2) Unicorns are Emerging in the Internet Field.
- 3) The Innovation Level of Internet Products and Services is Gradually Deepened.

Research Problems

The main work of this paper is to provide theoretical basis and implementation suggestions for the application of Internet enterprise marketing model in Chinese enterprises by discussing the following issues:

- 1) In the context of the Internet, how can Internet enterprises adapt to the development trend of the era of rapid change.
- 2) As an Internet unicorn enterprise, how to promote the commercial marketing strategy of its own network platform on the Internet.
- 3) How to control the future field and trend of the Internet development, how to improve the competitive strength in the peers.
- 4) The importance and practical significance of implementing the enterprise Internet commercial marketing strategy for the development of the enterprise.

Research Objectives

After the financial crisis, a new round of global industrial transformation is booming, and the manufacturing industry has become the focus of global economic development again.

Major developed countries in the world have adopted a series of major measures to promote the transformation and upgrading of the manufacturing industry. Germany, relying on a solid automation foundation, promotes industry 4.0. Rich data for manufacturing enterprises to carry out more refinement and precise management created the premise, traditional driven by a few large enterprises application innovation mode is difficult to meet the demand of the differentiation of different enterprises, an urgent need for an open application innovation carrier, through big data platform, network marketing knowledge and platform function of open call, reduce the threshold of application innovation, realize the explosive growth of intelligent application (Kotler, 2002).

- 1) To investigate the development mode of the Internet enterprise service platform by analyzing the theoretical achievements and practical experience of successful internet enterprises.
- 2) To analyze the measures that affect the implementation of marketing strategies of internet enterprises, with a focus on the case study of Byte Dance Company.
- 3) To examine the business philosophy and purpose of Byte Dance.
- 4) To identify the problems in the marketing strategy of Byte Dance, and provide recommendations for the company's future development.

Scope of The Study

A: Market Environment Analysis. The main purpose of the market environment analysis is to understand the potential market and the target market sales volume of the product. I will find the breakthrough of making Internet short video, seize the interests of the audience, and win a wide range

of target markets. In the later stage, with the support of products and technology, provide a lot of consulting fact and hot topic discussion activities. We will draw on the excellent experience of Internet product research and development and publicity and promotion, and build it into a popular Internet commercial product.

B: Consumer Psychology Analysis. Only by knowing what reason and what purpose consumers will buy products, can we develop targeted marketing ideas. Only the analysis of consumption power and consumption environment can make the whole marketing activity successful.

C: Product Advantage Analysis. The product advantage of the company lies in the use of intelligent data recommendation engine to actively push the content that the public are interested in or need to find to the user side, becoming the product that knows the user best.

D: Selection of Marketing Methods and Platforms. The choice of marketing method and platform should not only be the enterprise's own situation and strategy, but also take into account the preferences of the target group. Draw lessons from Facebook Internet interactive platform before marketing experience, how to the business information in the interactive platform transfer, in order to achieve the purpose of enterprise promotion and marketing,

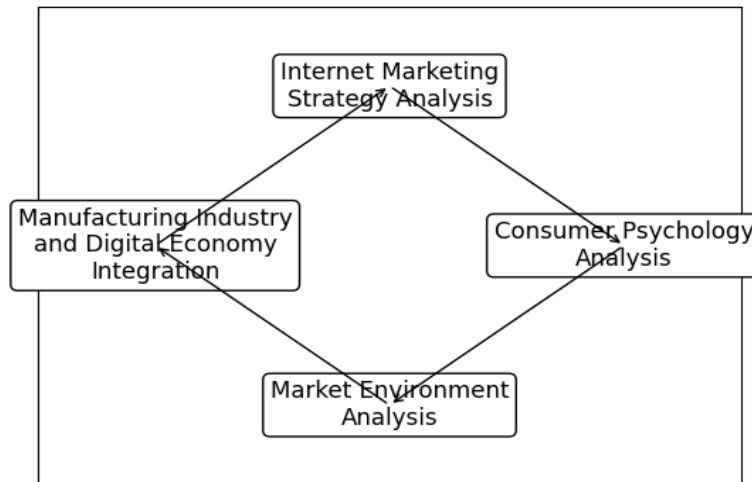
Research Significance

China's traditional information industry is growing continuously with the development of the socialist market economy and the growth of the national economy's demand for new traditional information products and services. The update cycle of the Internet will become shorter and shorter, and the product alternation will shorten a certain time. New media marketing refers to the process (Burke, 2004) that enterprises use the network and mobile phone new media that can carry out digital information communication and interactive services to carry out brand image publicity and product promotion and sales. Studying how to bring interesting and interactive products and platforms to the public in a relatively short period of time will enable Internet enterprises to constantly adapt to the new environment and find new market competition goals in the update alternation.

Especially in the context of "Internet +", a series of national policies, laws and regulations to promote the development of the information industry and the theoretical research of the information and Internet industry, The Internet industry is a strategic industry in the 21st century (Constantinides, 2006). Its development is not only related to the commercial profits of enterprises, but also related to the influence and status of a country in the world economy, politics and even the military. Find out the problems in the process of enterprise marketing, and give some suggestions and measures in the process of enterprise development, which will be the top priority of the research work of this paper.

Theoretical Framework

The main framework of this article is provided below:



Picture 1: Theoretical Framework

Hypotheses

Based on the research objectives and literature review, the following research hypotheses have been developed:

H1: Byte Dance’s marketing strategies are effective in promoting the company's products and services. H2: The development of the Internet has greatly impacted the marketing strategies of Byte Dance and other internet enterprises. H3: The use of network platforms has significant effects on the marketing strategies of Byte Dance and other internet enterprises. H4: Byte Dance 's strong technological capabilities have contributed to the company's success in developing and implementing effective marketing strategies. H5: Byte Dance's corporate culture and values have played a significant role in the company's success in developing and implementing effective marketing strategies.

Literatures Review

Domestic Research Progress

Meng (2012) mentioned the marketing strategy of enterprises in the Internet platform: In the 21st century of human beings, due to the rapid development of information science and technology, the consumption mode has changed greatly, the modern market has become more complicated.

The marketing strategy of the enterprise means the future business actions of the enterprise. Its formulation must be consistent with the goals of the enterprise, it should not only coordinate with the internal and external environment of the enterprise, but also match with the enterprise resources, so the marketing strategy should have the following five characteristics: overall, future, systematic, competitive, relative stability (Wu, 2007).

Zhang (2008) mentioned network for the development of social life, but also for the survival and development of the enterprise put forward more expectations to adapt to the big in the future

development of the Internet network marketing mode, Internet now “+”, “innovation” has become the era of the keywords, this shows that the Internet has played an important role in the economic transformation. The impact of the Internet on people's social life will only get deeper and deeper.

Zhu (2015) mentioned in the influencing factors of social network marketing information sharing that the influence of social networking on network marketing is particularly important. Especially as a new era of teenagers under the influence of the Internet, the development of a new generation of information technology has given rise to the innovation era, and innovation era in turn and a new generation of reshaping and development of information technology, thus spawned the “Internet +” era. In particular, it is good at promoting the company and its products through new media channels to form brand loyalty (Zhu, 2015).

Zhang (2011) is in the “Network Marketing Strategy Research of Small and Medium-sized Enterprises in China” for some marketing strategy research of small and medium-sized enterprises in the development of the Internet: the development of the Internet has ushered in opportunities and challenges for enterprises, and enterprises based on the Internet should actively face it. Establish a benign cooperation and development mechanism with small and medium-sized enterprises, and use new marketing concepts to lead the healthy and stable development of themselves and small and medium-sized enterprises.

Foreign Research Progress

For a long time, the 4 Ps theory widely accepted by the marketing theory circle was written by the American scholar Jerome. McCarthy proposed that the 4 Ps marketing strategy can find the most important factors from the complex marketing variables, and rise from the simple factors to a set of strategies, so as to better adapt to the increasingly complex marketing environment. With the development of marketing strategy theory research, the emergence of 6 Ps, 10 Ps and 11 Ps strategies is all the expansion of 4 Ps marketing strategy, and its core is still 4 Ps. For more than 40 years, American scholars in 1990 for the first time proposed with 4Cs replace traditional 4 Ps, provides new ideas for marketing strategy research. Xie (2009) said in the Internet target market that the popularity of the Internet has brought unlimited development opportunities for enterprises. Under the comprehensive guidance of traffic, consumption, social networking and other who can take the lead to seize the target market, who will occupy the audience, who can highlight the competitive advantage in the industry. At the same time, in the new media environment, consumers are also easily susceptible to the reputation of the brand and product.

Internet + and Internet Enterprises

Internet +, a concept proposed by the Chinese government in 2015, refers to the integration of the internet with traditional industries, creating new business models and driving economic growth.

Marketing Strategy in Internet Enterprises

Marketing strategy is critical to the success of an internet enterprise, as it determines how the

company reaches and engages with its target audience. Successful internet enterprises also use data analysis and customer relationship management to continually refine and improve their marketing strategies.

ByteDance as A Network Platform

Byte Dance is a leading internet enterprise in China, known for its innovative use of algorithms and data analysis to personalize content and services for users. Overall, the literature suggests that in the Internet + era, successful internet enterprises must have a strong and innovative marketing strategy that leverages the power of online platforms and data analysis to create engaging and personalized content for their users.

Methodology

By drawing on the theoretical achievements and practical experience of the development of Internet enterprises, this paper tries to investigate and discover the development mode of the Internet enterprise service platform and analyze the measures that affect the implementation of marketing strategies of Internet enterprises. Research method: Mainly through the combination of theoretical analysis and empirical analysis. To achieve the objectives of this study, a mixed-method approach will be adopted, combining both qualitative and quantitative data collection and analysis. This will allow for a more comprehensive understanding of the marketing strategies implemented by Byte Dance and the factors that have influenced the growth of the company's internet service platform.

Design

The study will utilize a case study design, focusing on Byte Dance as the case of interest. Additionally, a case study design provides a means of collecting data from multiple sources, such as company documents, reports, and interviews with key stakeholders.

Sample

The sample for this study will consist of employees, customers, and users of Byte Dance's internet service platform. The sample size will be determined based on the availability of participants and the depth of information required to address the research objectives. Key informants, including top management and marketing personnel, will be selected for interviews to gather data on Byte Dance's marketing strategies.

Method

The data collection will involve both primary and secondary data sources. Secondary data will be collected through a review of relevant literature, including articles, reports, and industry publications. A survey will be administered to customers and users of Byte Dance's internet service platform to gain insights into their perceptions and experiences.

Data Analysis

The data collected will be analyzed using a mixed-methods approach. Qualitative data,

including the results of the interviews, will be analyzed using thematic analysis to identify key themes and patterns in the data. The results of the analysis will be triangulated to provide a comprehensive understanding of the company's marketing strategies and the factors that have influenced the growth of its internet service platform.

Conclusions

Byte Dance Business Philosophie and Propose

Byte Dance as a young Internet unicorn company, its Internet products in the design and development stage and the current social development trend, the public life culture consumption demand, the combination of national socialist core values, pour into strong technical support and innovation ability, combined with intelligent algorithm based on data mining, personalized interested information for the public.

Product Profile of Bytedance Company

Take Toutiao and TikTok short videos, for example:

Toutiao. In 2012, Toutiao was established, taking the lead in introducing algorithm technology and opening a new mobile Internet information distribution mode. Subverting the traditional “editorial distribution” method of news, taking the lead in introducing algorithm technology.

Internet New Favorite: TikTok Short Video. TikTok Short video: the young fashion short video community, with the concept of “recording the better life”, to bring users more suitable for their own life and work needs and vision.

Characteristics of Byte Dance Company SMB Commercial Marketing Strategy. (Small and Medium-sized Business) That is, small and medium-sized enterprise customers, small and medium-sized enterprises are an important part of China's national economy, play an important and irreplaceable role, is an important force to promote China's economic and social development.

Marketing method of SMB for Maintenance Company. a. Looking for customers: Classify small and medium-sized enterprises in the internal business opportunities, screen, contact key legal persons (decision-makers), put the intended customers into the business opportunity database, and then do offline and online communication and cooperation. b. Key Customer Service: Key customer service is mainly aimed at large company customers who can consume a lot of traffic and launch their own products or services on the online platform. Generally, with its long-term and more stable cooperation.

Byte Dance Problems Existing in the Company's Marketing Strategy. a: According to the report, in addition to publishing false advertisements, there is also a “two-jump” advertisement on Toutiao, will continue to play its all kinds of APP own marketing advantages, constantly improve the software function of the product, attract more users click browse which seriously violates the provisions of the Advertising Law and infringes on the legitimate rights and interests of consumers. In the early hours of the morning, Toutiao responded, saying that the illegal advertisements involved in the CCTV report had

been immediately taken offline (Ding, 2016). b: Beijing Byte Dance Technology Co., Ltd.'s “Toutiao” software in the medical advertising review certificate of medical advertising, in violation of the 46 provisions of the Advertising Law. The National Enterprise Credit Information Publicity System also showed that on November 19, 2018, Toutiao was fined for illegally publishing illegal advertisements for Tangerang health food and non-prescription drugs, for a total of 3 million yuan.

Let more enterprises together to exchange information, effectively output in the same platform self-resources, to achieve the capital of Internet enterprises Source sharing.

Discussion

According to the CNNIC (2017), the number of Internet users in China reached 751 million in June 2017, with an average of 26.5 hours online per week.

Strengthen The Technology Construction of Enterprises

Byte Dance as a young Internet company, the company has shown a strong competitive strength, added new vitality to the Internet, and has great potential in the future development. In the process of innovative product design and promotion, and improving the marketing strategy of related Internet market, improve the service level of users, can stabilize the heel in the Internet pattern, and constantly develop faster and better.

Create A Flat Management Mode

“Flat” management is a management mode relative to the “hierarchical” management framework. It better solves the disadvantages of hierarchical management, such as “overlapping levels, many redundant personnel, and improves the efficiency of decision-making. IT is in the stage of rapid expansion, where the superiors and superiors can correctly handle the relationship between work and leisure time between subordinates and employees.

Improve Corporate Social Responsibility

In the process of rapid development, the enterprise should not only consider the key decision of its own survival and development, but also pay attention to the influence of the enterprise on the society in the process of growth. Besides, correctly handle the relationship between the government and the enterprise, their own enterprise concept combined with the socialist core values, make full use of the platform conduction function, create related high quality work content, play a role in the industry.

Enhance The Corporate Culture Concept

The cultural concept of an enterprise is the internal nuclear power for the survival and development of an enterprise, what kind of enterprise needs, what kind of talent, what kind of product is created, what kind of results are obtained. To improve the competitiveness in this industry; The cultural philosophy of a company, how to highlight the charm of the enterprise, Byte Dance, the company's “customer first, super effort, the pursuit of excellence, integrity, integrity and openness” five values, must be fully developed in practice, to be based in the Internet industry for a long time.

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STUDY ON BRAND STRATEGY PLANNING AND OPERATION OF BD GLASSES COMPANY

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Abstract: In the process of China's economic internationalization, the golden age of competition with domestic glasses brands is coming, and the competition within the market is becoming more and more fierce. The gap between similar products in terms of quality, appearance, processing technology, price and service mode has obviously narrowed. In this kind of competition, consumers also have more and more goods to choose from, and the purchase space is further expanded. Under this background, the purpose of this paper is: (1) To analyze the present situation of brand strategy and operation of BD glasses company. (2) To explore the promotion strategy of BD glasses company in brand strategy and operation. This study adopts qualitative research methods and draws the following conclusions: (1) The brand strategic planning and operation status of BD glasses company are not optimistic, and there are also some problems. (2) BD glasses company needs to take corresponding improvement measures to enhance brand value and market competitiveness.

Keywords: Glasses Industry, Brand Strategy Planning, Brand Operation

Introduction

With the continuous growth of Chinese market economy and the daily improvement of the masses, the consumption level is also rising with the tide. After China enters WTO, luxury goods market has great potential development, the luxury goods companies all over the world expand constantly in our market, and attract the world attention. At the same time, due to the current tendency of RMB appreciation and the downward trend of euro, the purchasing power of Chinese consumers on the global market is gradually increasing. In view of Hong (2018), the huge domestic consumption power has prompted the foreign eyewear giants to target at the middle and high-end consumer groups of eyewear products in China. This is to take a fancy to the considerable number of middle and high-end consumer groups, but also to take a fancy to the luxury consumer groups that have developed and will continue to expand in the domestic market.

Therefore, in July 2005, Luxottica purchased the lenses; In October 2006, Luxottica acquired Mingong Eyeglasses, the number one eyewear chain in Guangdong; In October 2006, Luxottica

acquired Shanghai Modern Optics; In January 2021, ZOFF of Japan began to enter China. The biggest highlight of Zoff service in Japan is that Japanese users are very clear about the cost, so they do not need to consider how to buy lenses. They can save money with simple price packages of 380, 580 and 780. Later follow up the Japanese JINS glasses, Hong Kong EGG glasses, Mu90 glasses and other market division, and take the mass line of BD glasses for up and down attack. BD glasses has gone through more than 30 years of development, has become more than 1200 stores in the Chinese area of the largest eyewear chain stores. However, in the process of development, it focuses on expanding the market share, its target consumer groups and market positioning is not very clear.

Yang (2012) pointed out, due to the increasingly fierce competition in the international eyewear industry, the individual consumption requirements of Chinese consumers are becoming more and more prominent. The reputation of BD eyewear products in the high-end and low-end markets is gradually weakened, and a relatively independent brand can no longer cover all Chinese consumers. Moreover, due to the continuous update of many high-end shopping centers and department stores, the original BD brand has been difficult to keep up with the pace of fashion. Therefore, how to operate the eyewear brand according to the market segments and unique target groups has become a huge challenge for BD glasses company. The glasses market is a huge and growing market with a high market share in the world. By 2025, the global glasses market is expected to exceed \$180 billion, so the development of the glasses market has been concerned. The glasses market can be divided into myopia glasses, hyperopia glasses, ordinary glasses and special glasses, among which the growth trend of myopia glasses market is the most obvious. According to the needs of users, different types of glasses can be subdivided according to their functions, prices and brands. BD Glasses Company is a company that provides glasses products and services, and its business scope includes glasses stores and online channels. As a glasses company with a long history, BD glasses company has a certain market share in the market, but it faces fierce pressure from market competition

In a word, aiming at the brand strategy planning and operation research of BD Glasses Company, this paper needs to know the scale, segmentation and development trend of the glasses market, so as to design the brand strategy and operation strategy that meet the market demand and consumer demands.

Research Objectives

1. To analyze the present situation of brand strategy and operation of BD glasses company.
2. To explore the deficiencies in brand strategy and operation of BD glasses company.

Literature Review

Research on Brand Strategy

Branding Strategy, or brand integration strategy for short, is an effective channel for enterprises

to help consumers understand the value of their products and services. It also determines the choice of brand elements of a company. As the core content of corporate strategy, brand strategy is the strategic integration between brand and product in the initial stage of the establishment of a company and the different stages of the company's development, with the goal of creating and maintaining strong brand value and maximizing the company's brand equity.

Brand strategy is the plan and action taken by enterprises to achieve brand goals. It is consumer-centered, covering brand definition, brand positioning, brand expansion, brand protection, brand extension and brand combination. The core of brand strategy is to build brand assets, improve customer loyalty and brand awareness, so as to obtain long-term growth and competitive advantage of enterprises.

Related Research on Brand Core Value

Huang (2018) believes that consumers' perceived experience of core values is directly related to consumers' recognition of a brand and their [6] purchase intention. Liu (2015) believed that Chinese enterprises must strengthen brand awareness, determine core values, choose promotional channels suitable for the characteristics of modern market demand, and strengthen brand management. Zhang (2012) believes that shaping domestic dominant enterprises, improving corporate influence and core interest, emphasizing the interactive creation of culture and construction work is a necessary condition [8] for the future establishment of Chinese enterprises. Cui (2012) believes that the refining of core brand values must be carried out on the basis of comprehensive brand research and "diagnosis". Alnawas (2020) reported that the formation of core brand values must be mastered in three aspects: first, there must be a scientific way to enhance core brand values; Secondly, use integrated marketing communication to interpret the brand core value; Finally, to be loyal to customers as the goal, comprehensively promote the construction of brand core values. After the analysis of this article after reading and finishing, the concept of core value has a key strategic position in the whole brand development process, and the concept of core value of the brand is not put forward without theoretical basis, is put forward after the rigorous market research and judgment procedures.

Research on Brand Management

In recent years, consumer experience has attracted more and more attention, and the asset value of brands is more reflected in the intangible value of brands. Brand management research focuses on intangible values, such as brand knowledge, brand trust and brand image, and builds a brand intangible value model through advanced data analysis strategies. Blasco-Arcas et al. (2019) studied the role of social media in the spread of brand value. Through quantitative analysis of comments and comments on multiple social media platforms, a brand value model is established, which can help enterprises to control the value of brand assets more effectively and protect the sustainable development of brands.

Brand experience is the interaction between consumers and brands, which is equivalent to the soul and core of brand management. Considering that the brand experience of consumers in all dimensions is the key to building loyalty, in recent years, some studies have focused on the experience

measurement method from the perspective of consumer brand and the in-depth exploration of the influencing factors of consumer brand experience. Wan et al. (2018) put forward a research model of consumer brand experience from three perspectives: brand style, feeling and satisfaction, and thought that brand experience is very important, which can improve brand value and consumer loyalty through a large amount of data analysis.

Brand Strategy Theory

Brand strategy refers to a series of activities of enterprises to enhance brand value and market position by formulating and implementing brand strategies suitable for them, so as to achieve enterprise goals. Brand strategy theory holds that enterprises can achieve the goal of brand strategy by establishing and strengthening brand image, maintaining product differentiation and improving customer loyalty. Brand strategy theory unifies the planning of enterprise's market positioning, product differentiation, business expansion and marketing promotion, positioning the brand in the market to stimulate consumers' emotions, thus bringing higher market share and profits to the enterprise.

Brand Value Theory

Brand value refers to the influence of brand on consumers and consumers' perceived value of brand. According to the theory of brand value, brands can improve the recognition and credibility of products, make consumers have loyalty and desire to buy, and thus bring higher sales and profits. Brand value theory explains the importance of brand to enterprise development and can promote the successful implementation of brand strategic planning and brand positioning. By identifying core values and images, enterprises can improve the attractiveness and competitiveness of brands.

Competitive Advantage Theory

Competitive advantage theory refers to the way that an enterprise can obtain higher market share and profit level compared with other similar enterprises through some unique products, services or business processes. According to the theory of competitive advantage, enterprises can form differentiated competitive advantage with other competitors by continuously improving their products, services and management level. The competitive advantage theory evaluates the competitiveness of enterprises in the market by analyzing the resources, capabilities, market, culture and other factors, which helps BD Glasses Company to understand its own strengths and weaknesses and formulate corresponding brand strategy and operation plan.

Enterprise Strategic Management Theory

Enterprise strategic management refers to the process of resource allocation and decision-making for enterprises to achieve long-term goals. According to the theory of enterprise strategic management, enterprises should formulate a clear strategic planning and performance evaluation system, and pay attention to the changes of external environment and the allocation of internal resources in order to achieve better performance and profit performance. Brand strategy is a part of enterprise strategy, which should be coordinated with the overall strategy of the enterprise and support each other

to achieve synergy. Enterprise strategic management theory is a broader theoretical system, which includes many sub-fields, such as target management, experience learning, strategic priority, team building, etc. In the study of brand strategic planning and operation of BD Glasses Company, the theory of enterprise strategic management can help enterprises evaluate their macro-business, integrate their ideas into brand strategy, and promote the establishment of their management system.

Market Segmentation Theory

Market segmentation is to divide the market into several relatively independent sub-markets with similar needs, behavioral characteristics and psychological characteristics, and then carry out differentiated marketing activities for different sub-markets. Market segmentation theory holds that market segmentation can better find market opportunities, reduce the influence of competitors, and increase sales and profits. Understand consumers' needs and preferences through market segmentation. This can help BD glasses company to determine the target market and promotion direction more accurately.

Methodology

This study adopts the method of literature review. Data collection is mainly carried out by reviewing previous literature. In the process of data collection, this paper first analyzes and introduces the definition and understanding of brand theory, strategy and brand strategy, and provides an important reference for the investigation and formulation of the company's internal brand strategy by consulting many industry data analysis and research reports of contact lens market enterprises. Secondly, the research status of SWOT theory and PEST theory is analyzed, and the strengths, weaknesses, opportunities and challenges of BD Glasses Company are summarized. This provides a reference for this paper to study the SWOT situation of BD glasses company, and lays a foundation for this paper to analyze the relevant situation of the company.

On the basis of summarizing the previous research conclusions, based on the internal data of BD glasses company's marketing status, this paper analyzes its marketing status. The existing brand strategy theory, brand value theory, competitive advantage theory, enterprise strategic management theory and market segmentation theory are systematically summarized and sorted out, which lays the theoretical and methodological foundation for the writing of this paper.

Results

It compares and analyzes the internal conditions, external environment and market competition conditions of BD Glasses Company by SWOT method, and expounds the advantages, disadvantages, challenges and risks of its growth environment, as well as its current brand strategic planning and operation status. It is found that there are still some problems in BD Glasses Company, such as no systematic brand planning, unclear brand positioning, insufficient understanding of the importance of

brand strategy, single brand communication mode and insufficient communication intensity. In view of these problems, some suggestions are put forward, such as systematic brand planning, clear brand positioning, strengthening the understanding of the importance of brand strategy and increasing brand communication mode, so as to make the company develop continuously in the future.

With the rapid development of the domestic and international glasses market, BD Glasses Company has made unremitting efforts, and its glasses brand has been favored by a wide range of wearers, and its market share has also ranked first in the industry. How to maintain its advantages in the increasingly fierce domestic market competition and seek long-term development goals is a major issue faced by the above companies; It can be further understood that one of the most important ways to realize the long-term development vision of the above-mentioned companies is to establish a strong brand and use brand strategy to enhance the intangible assets of the company that can provide sustainable growth opportunities for the company.

Discussion

The study found that BD glasses company needs to Take Corresponding Improvement Measures to Enhance Brand Value and Market Competitiveness: First of all, clearly define the brand's goals and positioning to ensure that the brand is accurately positioned to the needs of the target market. Next, establish a clear brand identity and standards to ensure that the brand is consistent and recognizable in the market. at the same time, convey the brand story and value proposition to strengthen the market competitiveness of the brand. In addition, it is also necessary to establish a good brand reputation, including positive word-of-mouth and consumer trust and recognition of the brand. Further enhance brand experience and customer loyalty to increase brand value and market share. Finally, through the evaluation and adjustment, determine the effect and benefit of the brand, in order to continuously improve the competitiveness of the brand. Enhance awareness of the strategic importance of the brand, and increase brand communication methods, including advertising, promotion, promotion, etc., to increase brand awareness and market share. Through the implementation of the above measures, BD Glasses company will be able to enhance the value of the brand and market competitiveness.

BD Glasses company can fully tap Corporate Culture Spirit, give its brand connotation, so as to establish the "industry first, the pursuit of the ultimate" brand image, so as to touch the soft heart of consumers, so as to awaken the unconscious desire in people's memory. BD Glasses enjoys a high reputation in the industry. on this basis, it can strengthen the publicity of its own products, take the form of holding high-end glasses trade fairs, product fashion conferences, customized product videos, etc., and strive to spread the rich content of its own products, improve the exposure and influence of products.

Only through effective publicity can the brand be accepted by a wider range of consumers and

the public and promote the rapid development of the brand. in the process of brand promotion, the BD glasses brand must also pay attention to the communication between brand promotion and consumers, so as to promote more consumers to care about and gradually understand the BD glasses brand.

Conclusions

At present, the proportion of homogenization in the eyewear industry is still very large, and most eyewear companies have not yet established their own superior service system, so the market competition is particularly fierce. Under such conditions, BD eyewear company must find its own foothold from the development and changes of the industry, and further adjust its business strategy, and gradually base itself on the local area, make products that have a significant impact on regional economic and social development, so as to gradually form a good social reputation and grasp the initiative of the market.

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RESEARCH ON THE MECHANISM OF INTRODUCING SIMILAR BUSINESS COMPLEMENTS INTO JD PLATFORM

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Abstract: Platform enterprises use modern information technology and communication means to effectively link multilateral economic cooperation business groups, thus forming an enterprise ecosystem with the participation of multiple market players. However, since its business is a comprehensive service involving communication, financial services, law and other fields, and the operation process is relatively complex, Therefore, many players in the business are required to introduce complements to achieve the overall operational process. This paper takes JD Platform as the specific research object and discusses the motivation of introducing related product implementations. First, on the basis of sorting out relevant theoretical content and basic data, the main business scope of JD platform is introduced, involving JD Mall, JD Finance, and part of the overseas business department. Although the process of introducing complementary providers to JD platform has made some progress, However, it still faces difficulties such as the disadvantage of high account period income, narrow source of funds and interference of market conditions. Therefore, this paper uses empirical analysis to analyze its influence, and establishes a theoretical analysis framework of "complementors platform enterprise development" according to the correlation theory. The purpose is to analyze the correlation between the introduction of similar business complementary and the stable development of JD platform enterprises. This paper reveals the specific influence mechanism of the complementary providers in the introduction of similar businesses on the improvement of JD platform operation ability, and further tests the empirical conclusions. Finally, based on the empirical results of the survey, in order to promote the benign operation of JD platform and give play to its positive externality as the goal, it is proposed to introduce development countermeasures and strategic significance of similar business complementarity into JD platform at the national, industrial and corporate levels respectively.

Keywords: Complementary Business, JD Platform, Influence Mechanism

Introduction

Background of the Study

Large platform companies will continue to try technological innovation to ensure the dominant

position of the platform, and constantly improve their own business models, optimize the platform ecosystem, to ensure that in the fierce international competition market has a lasting competitiveness. The more dominant the platform company is, the smaller the technical communication barrier between the platform company and the complementary, and the closer the geographical space is to the complementary. The more stable the market of the platform company is due to the market extensiveness of the complementary, and the platform company will have a lasting competitive advantage. Influenced by the rapid development of digital operation, traditional operation and management model companies are exploring the transformation to the platform operation and management model or integration into the network platform, so that the company has the strength to adapt to the external environment quickly. Understanding the operation essence of the platform operation and management mode, understanding the platform architecture, the system logic and functional mechanism of collaborative innovation between platform companies and complementors, can better carry out collaborative innovation between platform companies and complementors, and promote the comprehensive and sustainable growth of platform ecosystem (Liu & Yin, 2020). Further, we can understand the environment of platform companies and the required core competitiveness, so that we can have lasting competitive vitality with homogeneous platform companies. Therefore, this paper, taking JD platform as an example, analyzes the specific motivation for the company to introduce similar business complementarity, and puts forward a new perspective on the company's service-oriented transformation and service ecosystem construction.

Research Significance

Theoretical Significance

First of all, based on the concept of ecological market, this paper discusses the motivation of introducing similar business complementarity, which also breaks the previous cognition of platform companies entering and introducing complementarity industry. Secondly, the concept of competition and cooperation is applied to introduce platform enterprises into the environment of complementary competition, in order to study the dynamic change of the structural relationship and interaction between platform companies and complementors. The previous analysis focuses on the relationship between enterprises, the situation of their own operation and the competition between implementations, as well as the role, benefits and losses of implementations on the platform itself. Finally, this paper applies the market entry theory to the platform ecosystem, and deeply analyzes the similar business and complementary business strategy introduced by the platform. In the past, research on market entry theory focused on platform firms entering complementary fields. Through case study, the motivation and influence of introducing different types of complementarity are studied respectively, which extends the research framework of market entry theory to the context of hybrid business platform, provides a key role for the all-round and multi-angle interpretation of market entry theory, and also greatly enrich the original analytical framework.

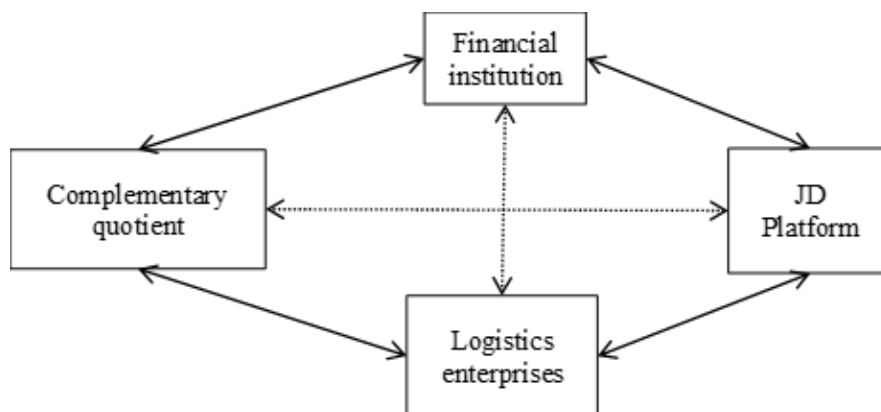
Practical Significance

First, the platform company has put into practice the mixed operation mode that combines self-operation and similar business complements. The introduction of similar business complementarity undoubtedly has a positive impact on the growth of platform companies. Secondly, by exploring the motivation of platform companies to introduce similar business compliance, we can provide some reference and help for the platform companies' own business strategy, so that they can continue to provide better sales revenue. Thirdly, by analyzing the motivation of similar business and complementary business of platform companies, service companies are encouraged to explore their own characteristics and conditions, and the strategy of balancing self-growth and fighting against the third-party market is correctly proposed.

Questions of the Study

According to the research direction of this paper, it is concluded that the research problems of this paper mainly include the following: 1. What is the concept and theoretical function of the operation mode of platform enterprises introducing complementary markets? 2. What is the qualitative difference between the existing platform enterprises and the concept of complementarity? 3. What are the main problems for JD platform enterprises to introduce similar complementary quotient? 4. How to promote the operation effect of JD platform enterprises introducing similar complementary quotient?

Conceptual Framework



Picture 1: Research Framework

Research Objectives

1. To analyze the current situation and difficulties faced by complementary and similar businesses on the JD platform. Through analysis and investigation of relevant information and resources on the JD platform.
2. To explore the specific impact of cooperation between platform enterprises and complementary parties in similar businesses on the operational results of JD platform. By using new methods such as literature review, qualitative research, and quantitative analysis.
3. from a new perspective of promoting the benign operation of JD Platform economy and the

vigorous development of platform enterprises' positive Externality, this paper respectively elaborates the future development strategy and significance of JD Network Platform's introduction of similar business complementation at the national, industrial and corporate levels.

Literature Review

Research on Platform and Platform Business Model

Tang & Wang (2021) proposed that the cooperative specialization between platform companies and complementors is of critical significance to the formation of innovation ecosystem. However, due to the conflicting or complementary legal logic between platform companies and complementors, they should achieve the goal of cooperative development. It is necessary to form a dominant legal logic in the process of achieving cooperation consensus between the two parties, so as to regulate the scope and behavior of innovation activities of both parties. Ning and Yang (2021) point out that network platform companies often join complementary fields, acting as both "arbitrators" and "players", which will affect the management power and the complexity of network platform ecology when bringing benefits to network platform companies.

Research on Platform Ecosystem

Rong (2015) proposed that platform ecosystem refers to the core body of a business system. By attracting a large number of high-quality peripheral organizations that provide complementary products to the platform, platform ecosystem can achieve synergy of different functions or technologies by sharing and setting technical standards, so as to attract users and consumers to gain high market share and profits. According to the research results of Makinen (2012), business platform ecosystem management is a business ecosystem developed from the perspective of platform management. Therefore, compared with the traditional commercial natural ecosystem, the platform ecosystem has its unique attributes and characteristics. Liu et al. (2021) believe that the development of system ecosystem from the complementary perspective forms three important literature branches: conceptual connotation, in-process decision-making, and post-entry relationship.

Research on The Relationship between Platform Enterprises and Complementors

The concept of complementor was originally proposed by Nellebav Company and Brandenberger, specifically referring to the developers who produce complementary products. But as product technology is perfected, a complementor is also a two-sided developer or an independent developer who provides complementary technology for the same platform. Liu et al. (2022) concluded through the analysis of relevant literature that the complementor refers to the supplier who provides complementary services, technologies and products for the platform. Du et al. (2021) conducted in-depth research and revealed the "process black box" of providing complementary services for small and medium-sized enterprises on network platforms under the changing environment, and concluded that there are four complementary service strategies for network platform enterprises under the changing

environment of network platforms, including "transfer strategy", "guiding business strategy", "benchmarking strategy" and "opening strategy".

This paper summarizes the characteristics of platform ecological structure, platform ecological development, platform ecological management, platform enterprises and complementors. The main connotation of platform ecological structure is as follows: first, the biodiversity of market players; Secondly, the decolonialization of the overall benefit pattern of the platform ecosystem. In the discussion of the characteristics of the platform ecological structure, the emphasis is placed on the interdependence, mutualism and collaborative development among the members of the commercial ecosystem. The complementary field of platform enterprises refers to that platform enterprises directly or indirectly enter into the processing and production of complementary commodities, and create commodities with reciprocal functions. At present, there are two main ways for enterprises to enter the production mode in the new field: one is at the individual level, through the input to the third-party company or self-establishment; The other is at the enterprise level, through the high efficiency or innovative business model.

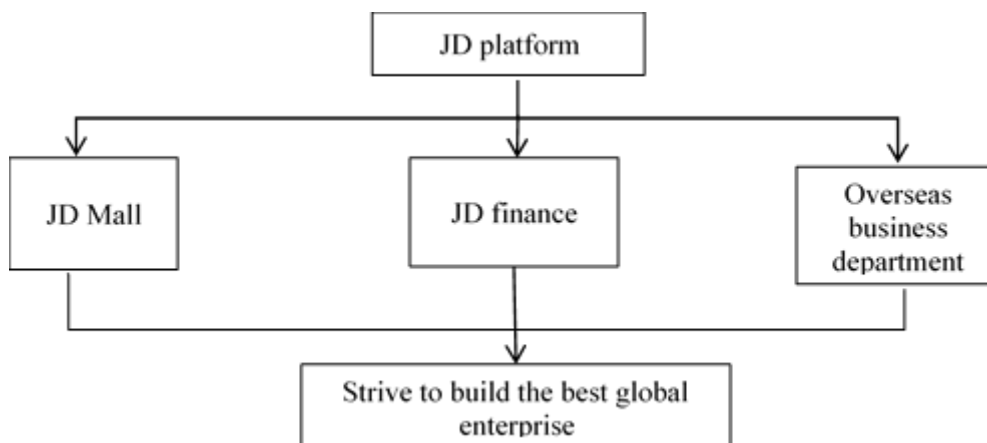
Methodology

Introduction

Based on the above research objectives and the discussion of relevant literature, this chapter mainly proposes the research framework, research hypotheses, and then states the research object, research tools, data processing, and analysis methods.

Research Design

When it comes to the development of JD's business, it is necessary to talk about "four carriages of JD". At present, the overall JD platform is divided into "four carriages", as shown in Picture 2, which can be clearly seen:



Picture 2: JD's Business Development Layout

Research Framework

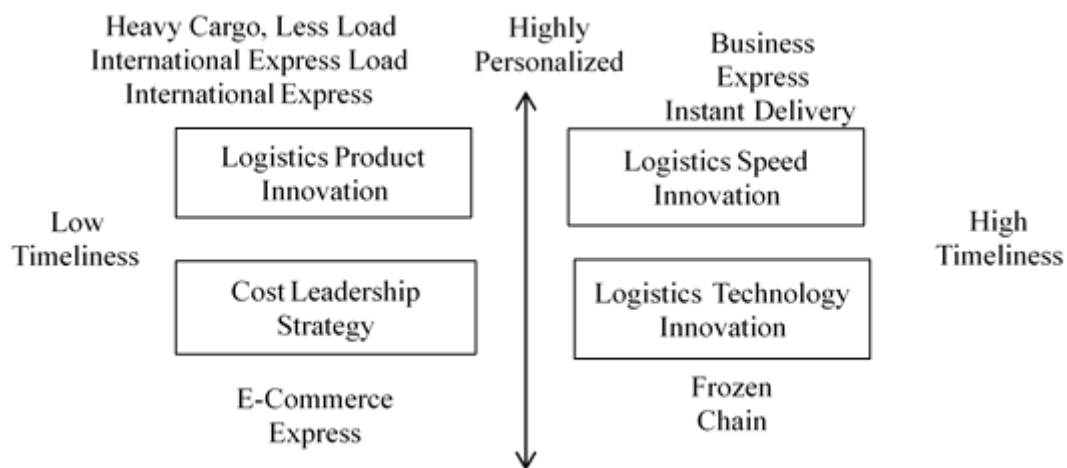
Platform Access and Platform Openness Change

JD enterprises actively enter the field of logistics complementization as "competitors". In order to seize the platform advantages of complementors, JD enterprises often adopt some exclusive means to achieve their purpose (as shown in Table 1), which leads to the obstruction of the connection between logistics enterprises and JD merchants. The platform openness perceived by logistics enterprises (i.e., the platform resources available to complementary enterprises) has been significantly reduced. In the process of establishing the logistics distribution system of JD, its system openness appears different, resulting in the development of JD system and logistics distribution complementarity, competition effect is dominant.

Table1: Behavior and Influence of JD Platform Entering the Logistics Complementary Market

Enterprises	JD Logistics
Enter Mode	Closed or Exclusive Mode
Platform Openness	Lower Platform Openness
Platform and Complementary Quotient Relationship	Squeeze the Complementary Logistics Market Space
Dominant Mechanism	Competitive Effect

The Impact of the Platform Entering the Complementary Market on Complementary Enterprises



Picture 3: Strategic Choices in Different Business Areas

Since JD's independence, the competition between complementary providers and JD system in the field of logistics has become increasingly fierce. In the JD centered service ecosystem, all the development achievements of express delivery companies in the field of service seem to be unable to be fully shared with JD system, while in the JD centered service platform ecosystem, the development in the field of logistics is mostly dependent on the JD system for the development of intelligent logistics services.

Population and Sampling

To collect more survey results, the researchers used the channels of teachers and entrepreneurs to complete the distribution of questionnaires, which were distributed between August and December 2021. A total of 652 survey results were collected, of which 231 were invalid, all of which have been withdrawn. Then, the sample questionnaires obtained were verified one by one, and incomplete or inaccurate questions were removed by improving the accuracy. After 137 questions were eliminated, 284 answers were finally obtained.

Sample Size

The basic situation of the sample is shown in Table 3.2. It can be found in Table 3.2 that the number of middle managers who actually participated in the study was 214, accounting for 75.40%; And the number of top managers was 70, accounting for 24.60%. In terms of the working duration of relevant managers, the number of samples within 5 years is 25, accounting for 8.80%; 5.10 years, 110 samples, accounting for 38.70%; 87 samples in 10.15 years, accounting for 30.60%; 43, or 15.10%, in 15.20 years; And 19, or 6.70%, for those who are more than 20 years old.

Data collection

Quality research is to collect the required information through the way of questionnaire. At the beginning, according to the actual research topic, the researcher visited the platform company, visited its senior leaders, and participated in the e-commerce industry summit forum to understand the operating status and operation principle of JD platform company, so as to find out specific business problems, and strive to realize the combination of theory, from experiment to theoretical research.

Data analysis

On the basis of preliminary investigation and interview, through consulting domestic and foreign research data, find out the shortcomings of the research, so as to lead to specific research topics. Then find out the relevant variables published in authoritative core magazines in the academic circle or the measurement scale widely adopted by the society, and make a slight correction and adjustment according to the actual situation of JD platform, and then consult relevant teachers to make the correction, and then the staff of JD platform to make the correction and calibration, and finally establish a questionnaire about JD platform company.

Results

Correlation Analysis

The mean and baseline difference of each factor in the study were studied, and Pearson correlation analysis method of SPSS22.0 was used to study the interrelationship among control variables, complementary quotient (subdivided into two types) and platform leadership factors.

The specific complementarity quotient is significantly correlated with platform leadership ($r=0.583$, $p<0.01$). The advantage complementarity quotient was significantly correlated with platform

leadership ($r=0.675$, $p<0.01$). Then, the specific complementarity quotient and the universal complementarity quotient are divided into one class. According to the hypothesis testing mode described above, VIF tests are carried out, and the results show that the value of VIF is equal to 10, which proves that there is no multicollinearity between the control variables. Thus, it is preliminarily confirmed that the control variables, the established model and the research hypothesis are all quite reasonable.

Table 2: Correlation Matrix Among Variables

Variables	Specific Complementary Quotient	Universal Complementary Quotient	Platform Leadership
Specific Complementary Quotient	1		
Universal Complementary Quotient	0.172**	1	
Platform Leadership	0.583**	0.675**	1

Regression Test

Taking the complementor as the independent variable, the role of the complementor on the platform leadership is investigated. After adopting the regression method, it can be seen from the figure that the complementor has a positive effect on the platform leadership ($M1$, $M2$, $\beta_1=0.601$, $\beta_2=0.726$, $p<0.001$).

Analysis of Empirical Results

JD platform enterprises occupy a key ecological position in China's innovation ecosystem. Among the multilateral cooperative customer base that is widely connected by network technology, the important factor that has a huge effect on users is to a large extent the introduction of a large number of complementary manufacturers on JD platform. JD platform enterprises can not only obtain products and technologies from the product side through the complementary manufacturers, but also obtain the entry of product side customers through the complementary manufacturers on the supply side. They can even make use of the effect of the same side of the market, so that the supply and demand sides can match supply and demand, interact in the market, and jointly capture the value of their products. Therefore, the more complementary vendors JD platform enterprises can integrate and utilize, the more beneficial it will be for its enterprises to gain greater benefits when entering its ecosystem, improve the trust of its internal company and individual users, and further improve the leadership of JD platform enterprises on other participants, so as to improve its own business ability.

Discussion

In 2012, Liu Qiangdong, the founder of JD.COM, and Zhang Jindong, the founder of Suning, fought in Weibo, opening the curtain of e-commerce price war. Through the continuous price war, many

consumers have formed a mental model of "online is cheaper than offline", and online channels have won the pricing power of goods, which has also promoted consumers' offline migration to online. In addition, the popularity of smart phones and the application of 4G networks provide convenience for consumers to use mobile phones anytime and anywhere, which also promotes the speed of consumers' offline migration to online. At the same time, it has also accelerated the development process of e-commerce. The rise of e-commerce has profoundly changed the retail industry, and the integration of online and offline retail is reconstructing the retail industry. The outstanding performance of the operation of JD's complementary platform mainly includes the following points:

1. They use their scale advantage as large retailers to get lower prices through purchasing power. They are bigger than their competitors, so the purchase price is lower, which means higher gross profit than most retailers.

2. They also use their scale advantages to improve efficiency and reduce operating costs. Here, it mainly refers to being more efficient in retail platform, logistics network and distribution system. The price of goods in online retail is usually lower than that in offline (that is, physical retail stores). However, the unit cost of large-scale e-commerce platform is lower in the main fixed costs (logistics, platform operation, etc.), so the efficiency is higher than that of small-scale e-commerce platform.

3. Therefore, JD.COM has formed a lower cost structure by virtue of its purchasing power (the first point), economic situation and scale (the second point).

4. Next, JD.COM takes advantage of its cost to offer a lower price than its competitors, instead of pursuing profit. They can accept very low profits in order to gradually increase their market share. And this will further expand the relative scale of JD.COM, so that the first and second points can play a greater role. This strategy is a virtuous circle of "no profit growth" mode.

5. In addition to the above four points, JD.COM has made the biggest investment in science and technology and logistics construction. All along, they have invested more than their competitors in those aspects that will eventually enable them to further reduce prices and strengthen their advantages. Therefore, JD.COM spends a lot of money on the research and development of unmanned warehouses, robots and other products, and has been building its own logistics network.

Conclusions

With the increasingly fierce market competition, platform ecosystems and platforms have more and more incentives to introduce similar business complementors, and such strategic actions of the system also bring different results to product complementors and the system itself. The introduction of similar business complements by platform enterprises is helpful to strengthen enterprise leadership, so as to improve enterprise management level. In order to test the specific behavior of introducing similar business complements by platform enterprises, this paper takes JD platform enterprises as an example to study the introduction of similar business complements by the platform enterprises. Through

empirical research, the actual effect of introducing similar business complements on the platform enterprises is studied. And based on the research conclusions, it puts forward specific measures to strengthen the introduction of similar business complementarity from JD platform enterprises. The main results of this paper include:

The introduction of similar business complements from JD platform has achieved good operating performance, especially in the aspect of operating efficiency of investment business, which has provided a lot of improvement to the operating performance of JD Group, increased the overall investment business income, effectively controlled the investment cost, and increased the return on equity. Thus, it greatly enhanced the market environment and investors' trust in JD enterprises, improved the turnover rate of enterprise receivables, improved the overall capital liquidity of the enterprise, thus improving the overall fund benefit, but also improved the level of operational cash flow, and made the supply chain fund operation situation improve day by day. However, the similar business complementor introduced from JD also faces some weak links and still has a large room for improvement, mainly affected by the following problems: First, it is not a long-term solution to extend the account period investment profit, the capital source channels need to be expanded and market changes and other factors. Therefore, the platform should also gradually do a good job in the introduction of complementary businesses.

Through empirical analysis, it can be seen from the actual role of business complementarity similar to JD model, first of all, the huge impact of complementarity on the platform leadership. Complementarity is a large amount of capital needed for the special function of platform enterprises to generate advantages, and platform leadership is the most advantageous special function of platform enterprises. The generation of its leadership is also inseparable from the huge influence of complementarity. Secondly, the huge influence of universal complementarity on platform leadership. The funding of universal complementarity can support platform companies to accelerate the development of infrastructure, thus enhancing the economic strength of creating core business capabilities for platform enterprise customers. Through the rational use of the new manufacturing equipment, new process and new equipment brought by the entrepreneurial subjects in its ecosystem, it can also supplement the large demand of the platform companies for technical equipment. The more proprietary and universal complementarians platform companies can use in the natural ecosystem, the more they can leverage the investment of ecological enterprises into their ecosystem. At the same time, the ecological companies will play a bigger role in the natural ecosystem of various entities and influence more market entities, thus enhancing the influence of leadership. That is, the more complementary capital an ecological company can use, the more its leadership can be enhanced.

According to the above empirical conclusions, the measures for the introduction of business complementarity on JD platform should be put forward. In terms of law, regulations and cooperation support measures should be improved; At the bank level, a business ecology of payment integration

should be formed; At the company level, we should actively explore the market and improve the internal operation ability.

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STUDY ON OPTIMIZATION OF COLD CHAIN LOGISTICS MANAGEMENT OF COMPANY A FROM THE PERSPECTIVE OF SUPPLY CHAIN

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Abstract: Cold chain logistics is an important way of fresh agricultural products transportation, among which meat products transportation is particularly important. Cold chain logistics is an effective measure to ensure the quality and safety of meat products and reduce spoilage, so the cold chain logistics management of meat processing enterprises is particularly important. In the cold chain logistics activities, the supply chain involves all aspects of cold chain logistics, and if the cold chain logistics enterprises lack the supply chain, they will not have the advantages in the market competition. The paper also discusses the operation mode of cold chain logistics management of Company A and analyzes the problems of cold chain logistics management, and proposes the optimization plan of cold chain logistics management to reduce the cost, improve the operation efficiency and enhance the core competitiveness of the company. This paper expects that by taking Company A as a sample, the research proposes the cold chain logistics management optimization plan, which helps to improve the overall operational efficiency of the enterprise cold chain logistics, reduce product loss, lower product distribution costs, and promote the healthy and sustainable development of the enterprise, and its relevant research data and results also have reference and value for similar enterprises.

Keywords: Supply Chain, Cold Chain Logistics Management, Optimization Measures

Introduction

The development of cold chain logistics has a huge role to play in ensuring food quality and safety, improving the living standard of residents, and reducing logistics loss and resource waste. The cold chain logistics field is ushering in a new era of innovation and development. China's cold chain logistics started late, there are limitations in the development of cold chain technology, the technical level of the relevant aspects of cold chain logistics and facilities and equipment are not yet perfect, and currently cannot meet the needs of the cold chain food circulation of processed meat products in China. This thesis takes Company A as a typical case, combines relevant theoretical methods and survey data analysis, and proposes a set of cold chain logistics management optimization plan for Company A, in

order to ensure the smooth circulation of processed meat products, so as to improve the efficiency of logistics operation and enhance the core competitiveness of the enterprise.

Problems of the Study

the research question of "Optimization of A Company's Cold Chain Logistics Management from the Supply Chain Perspective" mainly focuses on the position and role of A Company's Cold Chain Logistics in the supply chain, analyzes the existing problems of Cold Chain Logistics Management, and proposes optimization strategies to solve these problems.

Research Significance

Theoretical Significance

From the analysis of theoretical research level, the existing theories focus on logistics management, and there are more related achievements and research literature, but the main business of research is meat processing enterprises, especially the research on cold chain logistics management under the perspective of supply chain is less (Zhao, Ye & Shi, 2016). In the supply chain perspective to optimize and improve the cold chain logistics management model, but also to provide reference value for the development of cold chain logistics management.

Practical Significance

There are still many problems in the management of cold chain logistics in Company A at this stage. In order to meet the needs of the times and innovate modern logistics control methods. In this paper, we analyze the current situation of cold chain logistics management of Company A and put forward suggestions for its optimization and upgrading, aiming to promote the synergistic development of many aspects of cold chain logistics and enhance market competitiveness.

Limitation of the Study

Limited Research Sample

This study is limited to Company A as the research object, and in reality, there are significant differences in cold chain logistics management between different companies.

Insufficient Data Collection and Analysis

This study is mainly based on individual cases, and there may be insufficient information during the data collection and analysis process.

Research Method May Have Limitations

This research mainly adopts literature review, Case study and comparative analysis.

Research Objectives

1. Analyze the position and role of Company A's cold chain logistics in the supply chain: Study the role and role played by Company A's cold chain logistics in the entire supply chain, providing a foundation and basis for subsequent research and optimization.

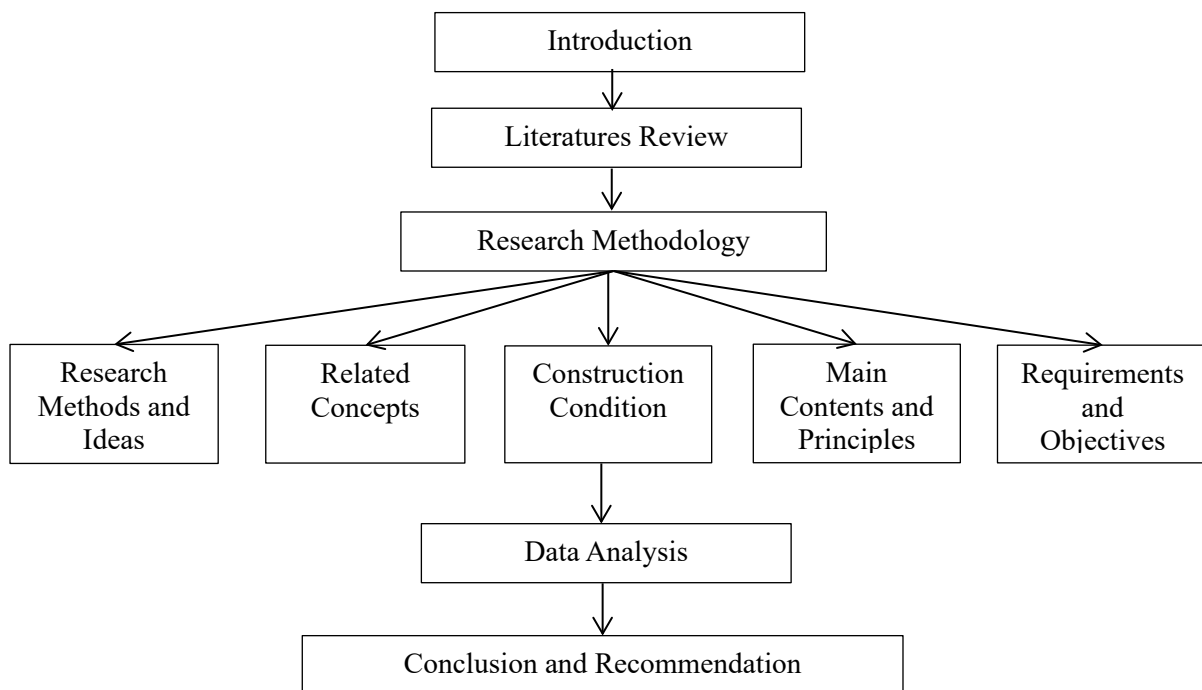
2. Discovering the problems in the existing cold chain logistics management of Company A:

By analyzing and researching the existing cold chain logistics management of Company A, identify the problems and shortcomings, and provide a basis and goal for subsequent optimization.

3. Propose A company's cold chain logistics management optimization strategy based on the supply chain perspective: Starting from the supply chain perspective and combining with the actual situation, propose A company's cold chain logistics management optimization strategy based on the supply chain perspective to improve transportation efficiency and quality, reduce logistics costs, and promote the sustainable development and competitiveness of the enterprise.

4. Explore the best practices of cold chain logistics management: Through the practice of optimizing A company's cold chain logistics, accumulate experience and lessons, explore the best practices of cold chain logistics management, and provide reference and reference for similar enterprises.

In summary, the purpose of this study is to solve the problems faced by Company A's cold chain logistics in the supply chain, improve the efficiency and quality of cold chain logistics in the supply chain, explore best practices, and provide strategic suggestions for enterprise development.



Picture 1: Technology Roadmap

Literature Review

Domestic Research

Compared with the foreign research results, China's domestic research on cold chain logistics industry is lagging behind, and there is the problem that the existing research results are relatively scarce (Chen, 2020). At present, with the rapid development of China's economy, the demand of meat products

industry is getting bigger and bigger, the related industrial chain is also gradually adjusted and upgraded, and the consumption demand of the general public is constantly improved, all these factors have promoted the continuous development of meat processing enterprises, and with the rapid development of logistics technology (Chen, 2019). (Yang, & Song, 2013) believes that logistics enterprises should be bigger and stronger than the development of cold chain logistics is inevitable. Cold chain logistics development is very important for the development of enterprises and is conducive to promoting economic development. (Kabbaj & Van, 2015) proposes that the supply chain is added to the traditional cold chain logistics of agricultural products, and the use of scientific and reasonable supply chain management mode can make the supply of cold chain products more efficient and faster.

Foreign Research

Li, Wang, Zhang, Wu, Cai & Liu, 2021 proposed that the transportation route of cold chain logistics is not only road, but also includes sea and air transportation in the direction of the transportation route of cold chain logistics in the new era. (Li, 2021) through the research and analysis of cold chain logistics inventory, proposed that the establishment of cold chain logistics information system can manage the goods in real time, and the specific cold chain logistics warehouse management developed can check the status of inventory products and order information at any time. (Ming & Zhu 2022) proposed that under the basis of cold chain logistics, the intelligent monitoring system can monitor the temperature and quality of products in real time through cold chain logistics management, which effectively ensures product quality and safety. (Ma. 2003) et al. point out that cold chain logistics will be the key to meet environmental issues and diversified markets, and the future cold chain logistics, the development trend of cold chain logistics in the future will involve low carbon strategy and intelligent innovation.

Domestic and Foreign Research Summary

From the viewpoint of relevant studies, few meat processing enterprises have been selected to carry out case studies, and even fewer have been able to organically combine global system thinking and practical logistics.

Therefore, in view of the current situation of cold chain logistics research at home and abroad, this paper attempts to adopt a systematic way of thinking from the perspective of the supply chain, taking Company A as a specific case for detailed empirical analysis, and analyzing the main problems found in the process of cold chain logistics management of Company A.

Methodology

Introduction

Company A currently has 30 modern meat processing bases and related supporting industrial chains in China, with a production capacity of over 2 million tons of meat products. The company's main business composition is shown in Table 3.2 below, of which the operating revenue of meat

processing products is about 28 billion yuan, and the profit margin of meat products is about 67%, the main profit source of the company is meat processing category, and the gross margin is about 30%.

Table 1: Analysis of The Main Business Composition of Company A In 2022

	Business Name	Operating Income (Billion Yuan)	Revenue Ratio	Operating Cost (Billion Yuan)	Cost Ratio	Profit Ratio	Gross Profit Margin
Product Categories	Meat Products Processing Category	280.98	38.04%	195.16	31.93%	67.32%	30.54%
	Fresh Frozen Meat	482.67	65.35%	448.07	73.32%	27.14%	7.17%
	Others	51.99	7.04%	45.08	7.49%	4.88%	11.91%
Regional Classification	Areas North of Yangtze River	493.08	66.76%	411.15	64.26%	64.26%	16.62%
	South of Yangtze River	245.55	33.24%	199.99	35.74%	35.74%	18.55%

Data Collection

At present, the main work positions of the cold chain logistics department of Company A are shown in Table below, and each position is responsible for the corresponding work duties.

Table 2: Layout of Cold Chain Logistics Department of Company A

Job Details	Job Details
Customer resource development, customer management, customer communication	Customer resource development, customer management, customer communication
Warehouse Department Receiving, warehousing, storage, inventory	Warehouse Department Receiving, warehousing, storage, inventory
Transportation, loading, delivery, unloading	Transportation, loading, delivery, unloading
Product quality management	Product quality management
Product processing and production management	Product processing and production management
Confirmation of transport routes, selection of suitable transport methods	Confirmation of transport routes, selection of suitable transport methods
Customer consultation, complaint handling, after-sales service	Customer consultation, complaint handling, after-sales service
Revenue and expense closing; operating expense management	Revenue and expense closing; operating expense management

In Company A's logistics and freight business, cold chain logistics transportation is different from ordinary cargo transportation. Compared with ordinary cargo, cold chain logistics transportation is difficult to complete cargo docking, and the empty return rate of trucks is high, which is also due to the low temperature control technology and popularity rate of cold chain products. The demand for specialized transportation of cold chain logistics is expected to increase in the future. The cold chain logistics business is currently the main business direction of Company A, and the future goal is to build

a benchmark enterprise in the domestic cold chain industry. With the development of the industry, Company A attaches more and more importance to cold chain logistics transportation, and now continues to strengthen investment in capital, technology and equipment, and is ready to promote intelligent control, and also attaches importance to the improvement of the overall cold chain logistics capacity, laying the foundation for the broad development of the cold chain logistics business in the future.

Literature Review

By reviewing relevant literature, including academic journals, papers, technical reports, books, etc., we aim to understand the basic concepts, theoretical systems, optimization methods, etc. of cold chain logistics management, as well as the experience and cases of cold chain logistics management in domestic and foreign enterprises, in order to provide a theoretical basis and practical reference for research.

Case Analysis

Select some companies that have performed well in cold chain logistics management for comparative analysis to understand the current situation and optimization strategies of cold chain logistics management in reality.

Questionnaire Survey

By preparing a questionnaire, a survey is conducted on the responsible persons, logistics practitioners, and customers engaged in cold chain logistics in Company A to collect their opinions and suggestions on cold chain logistics management, in order to understand the views and experiences of management and actual practitioners.

Interview

By conducting in-depth interviews with the management and practitioners of Company A, we aim to understand their specific situation and problems with cold chain logistics management, delve into the details of cold chain logistics management, and better understand the actual situation.

Reliability and Validity Analysis of The Scale

Reliability Analysis

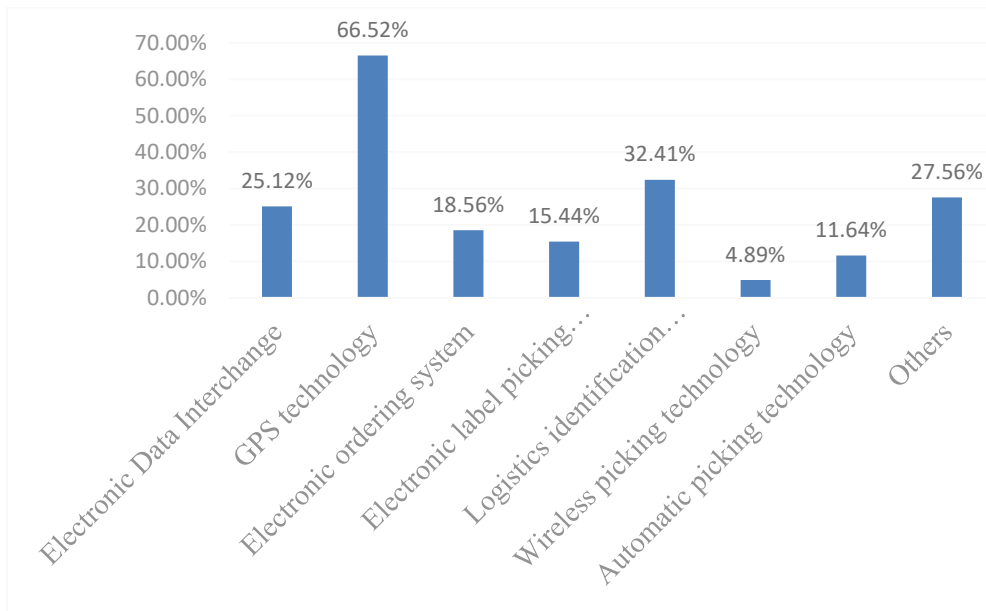
The reliability analysis method is used to analyze the reliability (internal consistency) of the problem items. This study used Cronbach's alpha coefficient(a) The internal consistency of the scale was tested, and the result was above 0.70, indicating that the scale has high reliability. After Cronbach's alpha coefficient test, the survey questionnaire for the study yielded a result of 0.81.

Validity Analysis

Content validity analysis method and Exploratory Factor Analysis (EFA) were used to analyze the validity of the scale. By confirming the research problem through experts, the relevance and practicality of the problem items are determined, so that the scale fully reflects the research problem. At the same time, EFA is used to test the data to determine the factor structure of the question items in

the questionnaire and evaluate their construct validity. This study conducted factor analysis on the survey questionnaire, and the results showed that the validity of the sample questionnaire was high, and the correlation between factors was strong, which was in line with the research questions and hypotheses. At the same time, through the status quo and actual data of company A's cold chain logistics management, the scale results have more practical reference significance.

Results



Picture 2: Statistics of The Survey Results of Cold Chain Logistics Personnel Statistical Chart of The Use of Information Technology in Logistics of Company A

1. Cultivation of Cold Chain Logistics Talents

In the fifth question in Appendix 1, the person in charge of logistics of Company A was mainly asked about the view of the company's logistics management talents cultivation mode. One of the interviewees⁰⁹ said that the personnel engaged in cold chain logistics need to have comprehensive quality and ability in many aspects, and they should have excellent cold chain logistics technology and be able to deal with the problems of cold chain logistics in time, and they also need to have certain management ability. The lack of such high-quality cold chain logistics talents in the existing logistics team of Company A makes it difficult to meet the rapid development needs of the enterprise at this stage.

2. Higher Cost Management Expenses Affect the Increase of Total Cost of Supply Chain

According to the results of interviews and questionnaires, Company A has not established a perfect cold chain logistics system, the cold chain transportation link still needs to be improved, the linkage between the front and back logistics is not smooth, and the overall linkage mechanism is poor;

the imperfect cold chain logistics system of Company A causes the cost to rise, and the overall cost remains high, followed by the management of transportation cost in cold chain logistics needs to be improved. By analyzing the cost-forming elements in the supply chain, the problems in the empty return rate of trucks, cold chain transportation route design, and cold storage layout setting will affect the cost of cold chain logistics.

The increase of cold chain logistics cost management will lead to the increase of the total cost of the whole supply chain, so it is necessary to improve the cold chain logistics management to achieve the optimization of supply chain benefits, and then the enterprises in the supply chain as an organic whole, from the supply chain as a whole to consider and analyze the connection between enterprises, a link in the supply chain or enterprise sector activities in the cost increase or decrease on the supply chain costs will have an impact, through effective By effectively reducing the cost of cold chain logistics, the total cost of the supply chain can be optimized.

3. Warehouse Management and Distribution Links affect the Efficiency of Supply Chain Operation

In the survey results, Company A's warehousing and distribution system are in need of optimization and improvement, and Company A has not yet established a scientific and comprehensive warehousing management system and cold chain distribution system, nor has it developed a perfect management system and operation standards, and the two links are not yet efficiently connected with each other. The ultimate purpose of cold chain logistics of Company A is to deliver the products to customers quickly and safely, and its operation efficiency is mainly reflected in the storage and distribution links, and the cold chain logistics links need standardized and standardized orderly docking, and there are corresponding standards for the connection between the previous link and the next link. Therefore, warehouse management and distribution affect the operation efficiency of the downstream of the supply chain.

4. Information Flow Cannot Be Effectively Connected, Which Hinders the Collaboration Ability of Supply Chain

The results of interviews and questionnaires also point out that the lack of information sharing mechanism is an important problem in the current enterprises. In the cold chain logistics business of Company A, there is still a lack of intelligent and efficient cold chain logistics information management system, and the information sharing mechanism of the company is low, which affects the efficiency of logistics management, resulting in the cold chain logistics operations such as order inquiry, order management, cold chain transportation, etc., which cannot be carried out efficiently. This hinders the sustainable and high-speed development of the enterprise in the future. The information flow cannot be effectively docked will make the supply chain effectiveness and collaboration mechanism weakened, which in turn affects the business of cold chain logistics management, and the processes implemented become chaotic. In the supply chain, it is a basic requirement for the smooth operation of the supply chain that information in cold chain logistics management can be effectively transmitted.

Discussion

On the basis of the current stage of cold chain logistics management of Company A, we optimize the design of cold chain logistics management with the overall idea of supply chain, so as to further play the role of cold chain logistics management in the operation of Company A and promote the efficient development and construction of Company A. The basic ideas of improving the cold chain logistics management of Company A mainly include:

The improvement of this aspect of cold chain logistics standard has positive significance for cold chain logistics management and is of great significance to the long-term development of cold chain logistics of Company A. Therefore, when designing the optimization plan of cold chain logistics management, it is necessary to grasp the key orientation of cold chain logistics standard system to ensure that the cold chain logistics standard of the enterprise is in line with the overall strategy of the enterprise and serves the objectives of the enterprise. Scientific control of cold chain logistics costs is an important factor for the rapid development of cold chain logistics, and rational use of resources in all aspects of cold chain logistics to achieve the maximum benefit with the minimum consumption. The improvement of the storage management system includes the construction of cold chain infrastructure equipment, storage operation process management, intelligent management of warehouses, upstream and downstream cooperation and transparency of information of three parties, etc. The improvement of storage management will reduce product loss, guarantee product quality and safety, and improve enterprise profits. Cold chain distribution can ensure service improvement and quality improvement by improving infrastructure, optimizing distribution methods, rationalizing cold chain distribution logistics operations, improving services in the distribution chain and meeting different needs of customers, and optimizing distribution management system. Logistics management development so far, based on the product circulation of data link technology in the management system occupies an increasingly critical position, with information flow as the support to meet modern needs and improve the quality of service. The combination of information technology has the advantages of improving efficiency and reducing cost for cold chain logistics, and the cold chain logistics management of company A combines these characteristics, makes full use of information technology, combines the objectives of comprehensive analysis, thus ensuring the scientific nature of the system, and makes full use of information technology in all aspects of cold chain logistics development is the basic principle that needs to be grasped.

Conclusions

In recent years, the national development, China's social and economic development into high-quality development process, the mass consumption level is also significantly improved, the concept of consumption continues to change, more and more attention to food safety. Driven by the strong market demand, cold chain logistics is developing rapidly, especially for China's processed meat products, the development trend is obvious. However, due to the relatively backward development of cold chain

logistics in China, there is a certain gap between cold chain technology and infrastructure and developed countries. Therefore, the development of China's cold chain technology is imminent, and the development of the cold chain logistics industry is under tremendous pressure, we need to catch up, accelerate technological progress, and actively learn to introduce the world's advanced technology to meet the needs of the current market. Company A now aims to develop cold chain logistics as its core business, gradually improve cold chain logistics management, and strive to make Company A the benchmark of cold chain logistics industry. This study takes Company A as a sample, and uses systematic thinking to analyze the cold chain logistics management of Company A from the perspective of supply chain, so as to realize the optimization of cold chain logistics management. Firstly, we analyze the basic overview of Company A and the current situation of cold chain logistics management, and then analyze the main problems and reasons for them with the company survey. Then, we propose the optimization plan for cold chain logistics management of Company A according to the specific problems of Company A. Finally, we strengthen the guarantee measures to promote the optimization of cold chain logistics management, so as to lay the foundation for the sustainable development and strategic objectives of cold chain logistics of Company A, and also provide new ideas for the future development of cold chain logistics of the same type of enterprises.

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RESEARCH ON THE FINANCIAL MANAGEMENT TRANSFORMATION OF CALBEE (HANGZHOU) FOOD CO., LTD UNDER THE MODE OF FINANCIAL SHARING

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Abstract: Under the new situation of international development, more and more group companies set up branches across regions and industries, making the scale grow. In order to produce higher value, a large number of group enterprises are building financial sharing service center. However, after the establishment of this innovative financial sharing service mode, the financial management of enterprises will face severe challenges, while the traditional financial management mode has many problems such as low efficiency and lack of talents. Visible financial management transformation is imperative. Only by constructing scientific financial management, can we improve the decision-making support ability and risk control ability of enterprise financial management, realize the integration of enterprise resources, deepen data supervision, and promote the rapid development of enterprises. The author hopes that the research results of this paper can provide a typical case support for the follow-up research of Chinese financial sharing service theory, and provide a reference for similar medium-sized enterprises such as Calbee (Hangzhou) Food Co., Ltd to establish and improve financial sharing service.

Keywords: Financial Sharing Mode, Financial Management Transformation, Decision Support

Introduction

Background of the Study

In the new situation of global development, the economies of countries are increasingly interconnected. Many emerging markets and developing countries have sprung up on a large scale, and the economic game has become increasingly fierce. And the vigorous economic development has prompted a series of new technologies (such as Internet +, cloud computing, big data, etc.) to emerge, these new technologies penetrate into all aspects of the society, suggesting the advent of data information economy, financial management as an important part of the enterprise, will also face huge challenges.

Under the guidance of new technology support and relevant national policies, many large multinational groups have emerged in China. Chinese enterprises have gradually entered the

international market, bringing many challenges and opportunities to enterprises, and also enabling enterprises to re-examine their development strategies, so as to adjust the company's business policy and financial management mode in real time. With the increase of multinational enterprises and the dispersion of management institutions, the increase of related costs and the decrease of operating efficiency are brought to enterprises. As one of the important departments of an enterprise, the financial department has to think about the future development of the enterprise. The conservative financial model cannot meet the needs of the development of the enterprise, so the transformation of the enterprise financial model has been urgent. Many large enterprises are gradually developing to the direction of financial sharing services, to meet the innovation of the financial model.

For enterprises, financing channels are seriously not smooth, the serious shortage of funds this financial problem has become a stumbling block to the development of enterprises. Although China's small and medium-sized enterprises have initially established an independent financing system with multiple channels, financing difficulties are still the most important factor affecting the development of small and medium-sized enterprises, and the most difficult bottleneck to break through. The operation mechanism and credit management methods of financial institutions do not fit in with the financing needs of small and medium-sized enterprises.

Therefore, this paper studies the financial management transformation of Calbee (Hangzhou) Food Co., Ltd under the mode of financial sharing.

Questions of the Study

- (1) What is the financial sharing model?
- (2) What are the obstacles faced by Calbee (Hangzhou) Food Co., Ltd in its financial transformation process?
- (3) How to promote the transformation of financial management in the context of financial sharing mode for Calbee (Hangzhou) Food Co., Ltd?

Research Objectives

In a growing economy, a large number of large companies around the world benefit from the use of shared services. Due to its success, this approach is also gaining increasing attention from mid-sized companies, which are also steadily starting to implement shared service centers in order to keep pace with The Times and respond to national calls. Therefore, this paper chooses Calbee (Hangzhou) Food Co. as the research object to investigate the drawbacks of Calbee (Hangzhou) Food Co., Ltd.'s financial management under the financial sharing mode, analyze the existing problems, find solutions, and provide reference and model for other enterprises.

Literature Review

In the context of the world economic integration and the rapid development of information

technology, the formation and development of financial sharing services have been promoted, which has brought great opportunities to enterprises, and is very beneficial to the extension of the company's value chain and the development of globalization, but also brings great challenges to the financial management of enterprises. Along with the development of high and new technology, we can make full use of high and new technology to enhance the enterprise financial management mode, so that the old financial management has no method to adapt to the requirements of enterprise development, so that the leaders of each organizational structure frantically seek a new economic management mode - financial sharing service. This model has undergone several evolution and development. Since the 21st century, it has been widely popularized in the world, and many scholars have emerged to explore and study this aspect.

Foreign Literature Review

Robert Gunn et al. (1993) interpreted the concept of shared service. Since then, a few companies have tried to use shared services. Moller (1997) first pointed out shared financial services, and considered that large companies could also set up a business unit to reach service level agreements with other business units, to supply financial services required by the business unit in batches, and support its subsequent functions. This business unit is called shared Service Center.

To develop a financial sharing service, such as Marijn Janssen, Anton Joha (2006), it must rely on a broad implementation plan, standardized business processes, intelligent data systems and effective risk control systems.

Lam, P. H., & Hung, K. (2019) analyzed nowadays there are many asset sharing services provided by various companies worldwide. In the USA, 56.5 million people have used a sharing economy service at least once in 2017, and in China 600 million people were involved in the sharing economy in 2016. However, most of these services face the same problem, which is asset damage. They do not have ways to practically monitor their assets' conditions. This paper describes the development of a system for the real-time monitoring of the shared assets. The system has built-in functions that allow the administrator to track the assets' locations and motions in real-time, and it could initiate alerts when the asset has entered higher-risk areas or is undergoing abnormal motions. A GPRS module was used to send the sensed information to a remote server wirelessly. The system was tested by taking it to a predefined high-risk zone for 19% of the time, and by putting it in high-risk motion for 80% of the time. The system detected all the abnormal statuses successfully.

Domestic Literature Review

Since the beginning of the 21st century, although the application and exploration of financial sharing in China is relatively late overall, with the integration of the global economy, many enterprises need to inject "new blood" to support the development of the overall strategy of enterprises. "Financial sharing service" has been gradually applied in various large enterprises, which undoubtedly breaks the inherent way of financial management. Forcing many scholars, corporate executives and other people

are exploring.

Liu (2022) took the development trend of modern economy and society. Many Chinese enterprises have carried out a series of reforms and innovations in their own internal financial fields in order to maximize their economic profit growth. Among them, it is the most widely used management method to achieve the financial management level of enterprises by means of information technology in the current era. After the use of financial sharing management mode, enterprises can combine the management theory and information technology management methods, and at the same time, they can continuously improve their own core competitiveness in the process. Based on this, this paper will through the financial shared management mode theory analysis, to have a full understanding of it, so as to better apply it to the actual work of enterprises in order to improve the market competitiveness of Chinese enterprises.

Zhu (2022) helped the internal departments of the enterprise to communicate in time, coordinate internal work, allocate funds rationally, guide the enterprise to adjust business decisions, grasp development opportunities, and realize the healthy development of the enterprise through the financial sharing mode. From the perspective of financial sharing mode, this paper further analyzes the problems existing in the enterprise financial management under the financial sharing mode and proposes corresponding management measures through the investigation of the causes of different problems, hoping to help enterprises give full play to the value of the financial sharing mode and improve the level of enterprise financial management.

Methodology

Research Methods

(1) Literature Review Method

From the topic selection to the completion of this paper, I refer to a large number of relevant literatures, books and journals, etc., and find that there are few researches related to the field of this paper. The literature review method is adopted to carefully read the articles involved in the academic platform at home and abroad, and explore the significance of the research, which lays a theoretical foundation for the writing of this paper.

(2) Investigation Analysis Method

Combined with the author's work experience in Calbee (Hangzhou) Food Co., Ltd , through face-to-face communication, questionnaire and other ways to obtain Calbee (Hangzhou) Food Co., Ltd financial sharing service center related financial materials, to ensure the reliability of financial data, to provide strong support for the following related discussion.

(3) Case Analysis Method

Calbee (Hangzhou) Food Co., Ltd as its case study object, elaborated the Calbee (Hangzhou) Food Co., Ltd in the establishment of financial sharing center faced with a bunch of difficulties, some

financial management mode is not adapted to the current situation, understand the cause of the financial management is inadequate, how to efficiently realize the transformation.

Population and Sampling

This survey adopts stratified sampling survey to issue questionnaires to the masses. The questionnaires are filled in online by computer and online by mobile phone.

For enterprises, decision-makers need to control and understand the financial situation of enterprises in real time, so as to make reasonable and effective decisions according to the specific situation of enterprises. Financial personnel as a direct participation in the enterprise financial activities of the group, the pros and cons of the financial management system directly related to their daily workload and work process; As for non-financial personnel, they also put forward high requirements for financial activities such as expense reimbursement and expense approval in their daily work, and as the largest proportion of enterprise employees, their aspirations can reflect the basic interests of the most employees of the enterprise.

Based on the above considerations, we divided the survey group of Calbee (Hangzhou) Food Co., Ltd into three levels: middle leadership, financial staff and non-financial staff. For different questionnaires, all questions are closed design. In each type of questionnaire, we set up reverse test questions to screen out valid questionnaires and ensure the authenticity and credibility of questionnaire results. In this survey, a total of 50 questionnaires were issued and collected, among which 48 were valid, and the effective rate of the questionnaires was 96%.

Data Analysis

In order to fully reflect the survey results of the questionnaire and deeply understand and reveal the current situation and problems of the financial transformation of Calbee (Hangzhou) Food Co., Ltd, the questionnaire analysis was carried out through descriptive statistical analysis. We summarize the questions involved in the questionnaire into ten aspects and conduct a descriptive statistical analysis to accurately reveal the whole picture of the questionnaire. Therefore, in the descriptive statistical analysis, we mainly described the questions and the selected results by percentage, and all the questionnaire results were arranged in descending order.

Reliability and Validity Analysis of The Scale

Reliability Analysis

In this paper, the most commonly used Cronbach a reliability coefficient is also selected to measure the reliability of the formal questionnaire. By using SPSS22.0 software to analyze the reliability of the sample data obtained from the formal investigation, Cronbach α reliability coefficient is obtained to measure the reliability of the questionnaire. The reliability test results of the overall questionnaire are shown in Table 1 below.

Table 1: Reliability Test Results of the Overall Questionnaire

Cronbach's Alpha	N of Items
0.865	20

From Table1, it can be concluded that the Cronbach a coefficient of this questionnaire is 0.865, which is higher than 0.70, indicating that the reliability and stability of this questionnaire are very high.

Validity Analysis

The validity of the formal questionnaire in this paper is also measured by the most commonly used factor analysis method, and KMO test statistics are the most commonly used indicators to test whether the data is suitable for factor analysis. Table 2 shows the KMO measurement results of formal questionnaire data.

Table 2: Sample Sufficiency Test KMO Value of The Overall Questionnaire

The KMO Values and The Bartlett Spheroid Test		
Number of KMO Sampling Suitability Quantities		0.878
The Sphericity Test of The Bartlett	Approximate Chi-Square	356.478
	Df	30
	Sig.	0.000

As can be seen from Table 2, KMO value of the overall questionnaire is 0.878, which is greater than 0.7, while spherical Bartlett value is 0.000, which is less than 0.01, indicating that the content validity of the overall questionnaire meets the requirements.

Results

Description of Statistical Variables

(1) A total of 50 questionnaires were issued to non-financial staff of Calbee (Hangzhou) Food Co., Ltd in this survey, and 48 valid questionnaires were recovered. Among the non-financial personnel who participated in the survey, 57% were born in the 1980s, 35% were born in the 1990s, and only 8% were born in the 1960s and 1970s.

(2) A total of 200 questionnaires were issued to financial personnel of Calbee (Hangzhou) Food Co., Ltd in this survey, and 190 valid questionnaires were recovered. Among them, 48% were born in the 1980s and 35% were born in the 1990s.

(3) In this survey, 50 questionnaires were distributed to the middle-level leaders of Calbee (Hangzhou) Food Co., Ltd, and 48 valid questionnaires were collected. 24% were born in the 1970s, 48% in the 1980s and 32% in the 1990s.

Survey Results

Non-financial personnel

(1) Expense application and financial reimbursement are the main culprits that reduce the work

efficiency of non-financial staff. Financial reimbursement and expense application is the most closely related to the work of employees of the financial activities, the enterprise to deal with the problem of financial reimbursement steps, long time is generally criticized by non-financial personnel, and the phenomenon is widely existing in a variety of nature, size of the enterprise, has become the main culprit to slow down the efficiency of the staff. And most of the enterprise lack of professional financial management system, resulting in manual handling of the account workload is large and opaque, low efficiency. Therefore, for a large number of non-professional financial personnel, reimbursement and expense application and other financial related work procedures should be simplified as far as possible under the premise of ensuring compliance, which not only requires accurate and reliable results, but also emphasizes the fast and convenient process.

(2) Non-financial staff expect to improve the transparency of financial management. For non-financial staff who are not directly involved in financial work, the transparency and operability of financial management system are the most important factors for them. Employees expect to be able to check the progress of their claims and expense claims at any time. At the same time, because most modern enterprises adopt the practice of unified submission of documents at the specified time of each month, employees are prone to forget the relevant accounts or awareness of the corresponding documents, so they can submit reimbursement and expense application anytime and anywhere, and can approve reimbursement and expense anytime and anywhere has become the basic function employees hope financial management system has.

Financial Personnel

(1) Enterprise settlement is still mainly in the traditional way, and Internet settlement has gradually become the mainstream. With the development of The Times, a variety of new settlement methods emerge in an endless stream, but cheque payment is still the most important way of settlement adopted by enterprises, and cash payment also plays an important role in enterprise settlement. At the same time, with the improvement of the interoperability and compatibility of the settlement platforms between banks, online banking transfer as a new settlement method has become one of the main settlement methods of enterprise settlement. On the one hand, e-bank transfer greatly reduces the work intensity of financial personnel, on the other hand, it also puts forward new requirements for the security of capital accounts and information.

(2) Enterprises tend to adopt financial management system to manage their financial affairs. The survey of financial personnel shows that due to the professionalism, standardization and systematization of financial management system, most enterprises will purchase professional financial management software from the outside or independently develop financial management system to manage corporate finance. And the traditional way of financial outsourcing and manual recording is slowly withdrawing from the enterprise.

Middle-Level Leaders

(1) The middle-level leaders of Calbee (Hangzhou) Food Co., Ltd tend to check the financial status of enterprises in person. Since the financial status of an enterprise can reflect the operation and profitability of the enterprise in a certain period, and test the correctness and implement ability of the whole enterprise strategy and plan, most decision-makers will pay attention to the financial status as a part of their daily work rather than leaving it completely managed by financial personnel. At the same time, the cash flow situation is an important part of determining the enterprise's capital liquidity and the relationship between the long-term and short-term development of the enterprise. Therefore, the decision makers will pay special attention to the cash flow part of the financial content.

(2) Calbee (Hangzhou) Food Co., Ltd adopt electronic financial management, from the external purchase of financial management system has become the mainstream. With the popularization of electronic information technology and the Internet, the current Calbee (Hangzhou) Food Co., Ltd financial management from the traditional manual record and management of the way to the electronic way. Based on mobile Internet, cloud computing, big data, social and other advanced Internet technology, the electronic financial management system makes the enterprise's financial records, approval and other work has been simplified, improve the efficiency of the financial personnel at the same time, but also for the enterprise decision makers to timely understand the financial dynamics to provide convenient.

(3) Calbee (Hangzhou) Food Co., Ltd have high requirements for the functional perfection of the financial management system, and the provision of financial services becomes the new requirement of the financial management system. Due to the current Calbee (Hangzhou) Food Co., Ltd financial management system has many functions cannot meet the demand, the enterprise in the choice of financial system to increase the new requirements. Enterprises are not sensitive to brand awareness and price, product function, flexible customization and service ability are the main factors in choosing financial management system. Among them, cost management (such as reimbursement review, etc.), payment, internal accounting, fund account management and financial analysis and other functions are needed by enterprises.

In addition, the middle level leaders of Calbee (Hangzhou) Food Co., Ltd have certain needs for financial management system to provide financial services, but this is exactly what most of the current financial management system cannot provide temporarily, which puts forward new functional requirements for the development of financial management system.

Discussion

At present, many modern enterprises have been exploring new ways or means of financial transformation, and the financial sharing mode is a common way of financial transformation. For the Long run and short run and short-term goals of enterprises, it is self-evident that it will improve the

financial status of enterprises. Specifically, it includes two aspects: first, standardize the financial business processing process of enterprises, reduce financial operating costs, and improve the efficiency and value of financial management. That is to say, by standardizing internal financial work through the Financial Sharing Center, a large number of financial personnel engaged in basic work can be liberated. Through learning and training, they can be transferred to management-oriented work such as financial analysis and research, enriching the team of management oriented financial personnel, and improving the efficiency of enterprise financial management. Secondly, the financial sharing model can effectively optimize non-standard links in enterprise business processes. This means that the financial sharing center can enhance the connections between various branches and departments within the enterprise, thereby achieving effective control over various business activities of the enterprise group, and ultimately enhancing the standardization of the enterprise's business processes.

In the context of the information age of the internet, financial sharing is a "double-edged sword" with high efficiency, but there is a great risk of original data leakage. Calbee (Hangzhou) Food Co., Ltd needs to strengthen financial investment in order to have more comprehensive technical support and promote the effective utilization and preservation of enterprise data. Indeed, the financial sharing model enables the standardization and systematization of existing complex businesses. The increase in processing business processes and the surge in business volume may amplify certain risks of the enterprise to a certain extent. The company has to be vigilant against potential risks, improve the effectiveness of financial data, and improve data processing procedures.

In the continuous development process of Calbee (Hangzhou) Food Co., Ltd, its reliance on information systems will gradually strengthen, and it will inevitably require information systems to be continuously maintained and upgraded to meet the requirements of the company's continuous development. Especially when the company is developing or exploring new business, the information system data generated by the new business may be very different from before, and even cannot be converted into standardized data using the original methods. Therefore, it is necessary to optimize the network system in a timely manner to reduce information errors in the data transmission process.

Conclusions

With the infiltration of network information, financial sharing service is the product of social and technological progress and gradually widely used in all walks of life, it greatly improves the sharing of resources, integration, save operating costs, accelerate the scientific financial management, strengthen the effective use of corporate decision-making function, so as to more comprehensively improve the effectiveness of financial management. Comprehensive current domestic development and use of international actual cases, this article from the perspective of financial sharing services, try to explore the financial management transformation. This paper focuses on Calbee (Hangzhou) Food Co., Ltd as the object, through the analysis of the problems in financial management, and according to the

status of the shared center after the establishment and operation, compared the financial management sharing center before the establishment of the Calbee (Hangzhou) Food Co., Ltd in financial management differences, thus providing an effective way and guarantee for the enterprise financial transformation. Through the study of Calbee (Hangzhou) Food Co., Ltd.'s financial management transformation process, we can get:

First, the establishment of financial sharing center has enhanced the degree of financial informatization of Calbee (Hangzhou) Food Co., Ltd. Financial staff shake off the daily tedious basic work, have extra energy to higher value creation work, to the company's operation and management activities to expand the management and business end.

Second, after the establishment of financial sharing center, constantly promote the financial management transformation of Calbee (Hangzhou) Food Co., Ltd. Financial sharing is the unified financial management and financial management process reengineering, is a new mode of corporate financial management, and the principle of financial sharing for the financial management transformation laid the management foundation, system foundation and information cornerstone, more comprehensive and efficient help the financial transformation of enterprises.

Third, Calbee (Hangzhou) Food Co., Ltd also needs to step up the further transformation of financial management. China's rapid economic development and the outbreak of the novel coronavirus have sounded the alarm of Calbee (Hangzhou) Food Co., Ltd. This paper probes into the transformation of Calbee (Hangzhou) Food Co., Ltd.'s financial management and presents feasible plans for the transformation. However, the transformation of financial management needs to be gradual. With the continuous development of information technology, the current transformation has achieved further results. Constantly accelerate the financial management transformation, so that financial management can play a good enterprise value of the entrepreneur and the business of the best partner two major roles.

Further Study

From the perspective of the development process of financial sharing, it is relatively late to enter the Chinese market. But currently, some large enterprises have formed relatively mature financial management under the financial sharing model, but only stopped at large enterprises, and from the perspective of medium-sized enterprises, it is almost zero. Therefore, there is a lack of examples that can be consulted and referenced in theory and practice for medium-sized enterprises, and due to the limited knowledge reserves of the author in this article, there may still be shortcomings in this article. The main reason is that Calbee (Hangzhou) Food Co., Ltd is a business model primarily focused on online sales, and its financial management transformation is only a tentative plan without a mature case comparison analysis that matches it. But in the future, financial sharing will develop towards centralization, industrialization, intelligence, and scenario-based development, and the combination of management accounting system and new technologies will create possibilities for real-time value

insights for companies. There will be more Chinese enterprises favoring this new financial management model to improve enterprise efficiency, overcome the difficulties of non-standard business processing, information asymmetry, and high financial costs, and promote the healthy development of enterprises.

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THE IMPACT OF NON-MATERIAL INCENTIVES ON EMPLOYEES' INNOVATIVE BEHAVIOR: A CASE STUDY OF HUAWEI

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Abstract: As market competition continues to intensify and the social economy enters into stock market competition, how to ensure the uninterrupted innovative behaviour of employees is the key to corporate victory. This article takes Huawei as an example to analysed the correlation, positive and mediating effects between non-material incentives, employee innovation and organisational identity, in order to promote the increase of employees' innovative behaviours, and thus ensured that the company can gain a foothold in the competition. As a leading electronics company, Huawei has been very concerned about the innovative behaviour of its employees, and in recent years, Huawei's various R&D results have gradually shown a decreasing trend, so it is imperative to study the correlation between the innovative behaviour of the company's employees. This article analysed the correlation between Huawei's non-material incentives and employees' innovativeness by means of quantitative analysis, with organisational identification as the mediating variable. On the basis of questionnaire research and empirical verification, this article obtained the following conclusions: (1) there was a correlation between non-material incentives, employee innovation and organizational identification; (2) there was a positive impact between non-material incentives, employee innovation and organizational identification; and (3) organizational identification had an intermediary effect between non-material incentives and the innovative behavior of the employees. Therefore, Huawei to promote employee innovation behavior, can start from the above to promote waste incentives and organizational identity to gradually implement relevant targeted measures.

Keywords: Employee Innovation Behavior, Non-Material Incentives, Organizational Identification, Huawei Company

Introduction

Background of the Study

In the era of globalization, the competition for talents is the core of competition among enterprises. The number and structure of the employee pool an enterprise has a significant impact on its ability to innovate and develop sustainably. More than one-third of all employees in an enterprise are

well-educated employees with rich professional skills and experience, who create most of the profits and wealth of the enterprise and actively promote the continuous innovation and development of the enterprise industry (Bergami & Bagozzi, 2021). However, these employees are also a scarce resource in the talent market, becoming the object of competition for enterprises. Therefore, how to motivate, train and retain these employees has become a difficult problem for modern enterprises. Hou (2021) studied that human needs can be divided into five categories: physiological needs, security needs, social needs, respect needs and self-actualization needs. After the employees' low-level needs are satisfied, they will pursue higher-level needs, such as achieving self-worth. In the traditional enterprise human resource management, enterprises only focus on the material incentives for employees, and most of the non-material incentives are null and void or difficult to fulfill, and employees can only be satisfied in the low-level needs. Wang & Wei (2019) took the needs of each employee are multi-level and different, and the role of enterprises relying on a single material incentive and written contract is extremely limited to stimulate employees' enthusiasm, improve their work efficiency and loyalty. Employees are different from ordinary employees, they often have spiritual needs at work, focus on the realization of self-worth, and strongly hope to get the recognition of their work from colleagues or units. Therefore, they need to establish a good organizational identification with themselves, and they need non-material incentives. In today's world, many famous international companies have developed non-material incentives policies for their employees and keep improving them with the times. It is interesting to study whether and how non-material incentives have an impact on employee innovation and how organizational identification plays a role in it.

Huawei Enterprise is a leading global provider of information and communication technology (ICT) solutions and telecommunications equipment manufacturer. As a multinational company, Huawei is committed to providing global customers with leading communication equipment, solutions and services, including network infrastructure, cloud computing, artificial intelligence, the Internet of Things and intelligent terminals.

Huawei has always focused on the innovative behavior of employees and Organizational identification, and realized that non-material incentives play an important intermediary role between the two. Firstly, Huawei has adopted various strategies in non-material incentives. They have established a rich incentive mechanism to recognize employees' outstanding performance and innovative achievements through methods such as annual outstanding employees, innovative pioneers, and team contribution awards. Huawei also focuses on providing training, promotion, and development opportunities to motivate employees to continue learning and growth. In addition, Huawei focuses on the work environment and culture of its employees, creating a positive, open, and cooperative atmosphere, and providing good innovation conditions for employees. These non-material incentive measures directly affect employee innovation behavior. Huawei encourages employees to come up with new ideas and solutions, and has created a culture that encourages innovation. Employees have brought

many leading technologies and products to Huawei through continuous innovation and improvement. This innovative culture guides and stimulates employees' innovation potential. At the same time, non-material incentives also have a Mesmeric effect on employees' Organizational identification. Through rewards and recognition, Huawei has established a close connection between employees and the organization. Employees feel that their contributions are recognized and valued, and they resonate with the organization's values, mission, and goals. This Organizational identification encourages employees to integrate into the organization more actively and make greater contributions to organizational development and innovation.

To sum up, Huawei actively influences and guides employee innovation behavior through non-material incentives, and this non-material incentive plays an important intermediary role in shaping employees' Organizational identification. This culture and practice of focusing on innovation and Organizational identification will help Huawei to promote its continuous growth and leading position.

Questions of the Study

With the gradual slowdown of global economic growth, competition between enterprises has gradually evolved into competition for internal capabilities of employees. As a leading enterprise in the electronics industry, Huawei attaches great importance to the innovation of its employees, so the material incentives provided are also good in the industry. However, from the recent research and development situation, the innovation behavior of employees is gradually showing a downward trend. Therefore, it is crucial to promote the impact of non-material incentives on employee innovation behavior, which is also the main issue to be studied in this article. From an analysis perspective, it can be mainly divided into the following three points:

- (1) How do non material incentives affect employee innovation behavior.
- (2) Is there a mediating variable in the process of non-material incentives affecting employee innovation behavior.
- (3) What measures should Huawei take to promote non material incentives.

Research Objectives

In response to the three questions raised in this study, the following targeted research objectives can be proposed:

- (1) To examine whether there is a correlation between non-material incentives, employee innovation and organisational identity;
- (2) To examine whether there is a positive impact between non-material incentives, employee innovation and organisational identity;
- (3) To examine whether organisational identity has a mediating effect between non-material incentives and employees' innovative behaviour;

Literature Review

Definition of Non-Material Incentives

Xiao (2021) mentioned that in a coordinated system, there are material system, social system, and human system in addition to the organizational system. The organization can use human capabilities, and people can receive inducements from the organization. The inducement is the utility that the organization provides to the person in order to satisfy the motivation of the individual. Such inducements include material (e.g., salary, bonus, etc.) and non-material (e.g., good working environment, realization of ideals, mutual affection, etc.).

From the perspective of humanistic management, non-material incentives as a motivational tool that aims to satisfy people's multiple needs through means other than pay and benefits. non-material incentives are to satisfy people's intrinsic higher-level needs through recognition, acknowledgement, awarding titles, and promoting positions. non-material incentives are a motivational tool for managers to achieve employees' personal needs in the management process by means other than economic motivation, so that they can achieve corporate and personal goals at a higher level of competence. non-material incentives are a process of using methods that do not include material motivation such as monetary motivation to act on people's needs or motivation to guide their behavior in the desired direction in order to achieve the discouraged goals.

By understanding the definition of non-material incentives by domestic and foreign scholars, this paper considers that non-material incentive is an incentive way for organizations to adopt means other than monetary to achieve higher level needs of individuals, to stimulate people's motivation and initiative, and thus to influence employees' innovation.

Employee Innovative Behavior

Innovation is an important force for social progress, a cornerstone and a booster of social development. The term "innovation" was first introduced by Neng, who briefly summarized innovation in his work, comparing it to a production function, in the process of material production, the manager will upgrade the production factors, which will lead to the change of the original production function. the effect that the manager wants. It can also be argued that, to some extent, the recombination of products to generate new sales value is a form of innovation. On this basis, scholars have conducted various studies on innovation from different perspectives. Among them, innovative behavior has received much attention because of its significance and uniqueness. At this time, the definition of innovative behavior was also gradually clarified, that is, innovative behavior is the whole process of new products and ideas from nothing to something, and it is a combination of different stages of innovative activities.

With the development of the times, there is an increasing number of individual innovative behavior as a research topic. Scholars at home and abroad have studied employees' personal innovative behavior from different perspectives, and also obtained different research results. Reviewing the

literature, the definition of employee innovation behavior is mainly focused on three perspectives, which are personal characteristics, behavior and process. Scholars from the personal characteristic's perspective believe that innovative behavior is a part of personal characteristics and can reflect personal characteristics and a willingness to change. Scholars from the behavior perspective believe that the process of production and operation of a company includes many elements, including visible products and services, etc., as well as invisible but existing production methods and good ideas, etc. Innovative behavior is a behavioral expression that puts all of them into practice one after another, and the behavior facilitates the realization of organizational ideas. Scholars from the process perspective believe that innovative behavior embodies the process of ideas from their generation to their realization.

And the most popular of the 3 perspectives view is the one based on the process perspective. This perspective states that innovative behavior consists of the generation and implementation of innovative ideas, and divides innovative behavior into three stages: recognizing the problem is the precondition for the generation of innovative behavior, finding the solution is the key to the generation of innovative behavior, and carrying out the implementation makes the innovative behavior effectively generated, and in this process, the time investment and energy enthusiasm of employees are required. Innovative behavior is not only about generating new ideas and developing solutions, but also about finding effective ways and means to implement the ideas and applying them.

In summary, this paper defines employee innovative behavior as the process in which employees generate some ideas that are beneficial to the development of the company and subsequently apply them.

Methodology

Research Methods

(1) Scale design: In this study, in order to measure concepts such as Non-Material Motivation, employee innovation behavior, and organizational performance, it is necessary to use appropriate scales. Through literature review and expert recommendations, this study used validated and widely used scales for measurement. These scales need to ensure their reliability and validity in order to improve the reliability and validity of the data.

(2) Five-point method: In the design of the scale and data collection, this study used a five-point method for evaluation, which uses a numerical scale from 1 to 5 to represent the respondents' attitude or response to a statement or question. This hierarchical classification helps to provide a certain degree of difference in choices and allows respondents to evaluate and choose between different options.

(3) SPSS: In order to analyze the collected data, this study will use SPSS (Statistical Analysis Software Package) for data analysis. SPSS provides rich statistical analysis tools that can be used for frequency statistics, descriptive statistics, factor analysis, correlation analysis, and mediation analysis.

Through the use of SPSS, the collected data can be quantitatively analyzed to reveal the relationship between non material incentives, employee innovation behavior, and organizational performance.

Population and Sampling

Based on the purpose and questions of the study, this article has determined that 247 valid samples are required. This sample size is calculated using the sample size calculation method in statistics, based on factors such as expected effect size, statistical power, and confidence level. Ensuring a certain sample size can improve the reliability and generalization ability of research results.

In order to collect data, this article designed a structured questionnaire, covering issues such as non-material incentives, employee innovation behavior and Organizational identification. The questionnaire was evaluated using a five-point method, allowing respondents to evaluate and choose between different options. We distribute questionnaires through online survey platforms and invite employees from Huawei to participate. The time span for data collection is two months, from March

2023 to April 2023. During this period, this article actively cooperated with Huawei and determined the appropriate time point for data collection through communication with the human resources department and employee relations department.

In order to ensure the quality and reliability of the data, this article conducted Data cleansing and screening. During the cleaning process, this article excluded some questionnaires with invalid or missing information. In the end, this article obtained 247 valid questionnaires as the basis for our analysis. These effective questionnaires have consistency and completeness in answering questions, and can represent the characteristics of the research sample.

Data Analysis

According to the "non-material Motivation evaluation system" designed, the non-material Motivation scale is slightly modified and divided into three dimensions: organizational environment, spiritual motivation and professional competence development motivation. Among them, organizational environment includes office environment, organizational atmosphere, corporate culture and corporate image, with a total of 8 questions. Spiritual motivation can be subdivided into: right motivation, goal motivation, care motivation, trust motivation, emotional motivation, role model motivation and honor motivation, totaling 7 items. And the professional competence development motivation is divided into training incentive and promotion incentive, with 2 topics.

Reliability and Validity Analysis of The Scale

Reliability analysis is used to measure the degree of consistency of a study variable or scale across measurement situations. Reliability analysis can usually be divided into three categories; replicate reliability, retest reliability and internal consistency reliability. Replicated reliability refers to the same set of subjects or samples that answer the same questionnaire twice at the same point in time, and finally the correlation between the two tests is analyzed and the correlation coefficient value of the two results is used to measure the effect of reliability. In addition, retesting reliability means that the

same set of samples are tested again at different points in time, and finally the correlation between the two measurements is calculated, and finally the correlation coefficient value is used to determine the effect of reliability. The most common reliability measure is the internal consistency reliability, which is a generalized Cronbach's α coefficient that measures the consistency of a scale or study variable across question scores. In general: a Cronbach's α coefficient value of 0.8 or higher indicates good scale reliability, a Cronbach's α coefficient value between 0.7 and 0.8 is acceptable, and a subscale reliability coefficient value between 0.6 and 0.7 is also acceptable. If the Cronbach's α coefficient value is below 0.6, the reliability is poor and the researcher needs to revise the scale questionnaire. The current study used Cronbach's α coefficient to measure the reliability of the three scales: immaterial motivation, organizational identification, and employee innovation. The measurement results are shown in Table 2.

Table 1: Non-Material Motivation Scales

Factors	Title item
Organizational Environment	1. Affable interpersonal relationship between superiors and subordinates as well as colleagues 2. The organization has a harmonious and harmonious atmosphere 3. I share the same values with the company 4. I approve of the company's rules and regulations
Spiritual Motivation	5. The company gives managers the authority to manage 6. The company gives employees exciting goal Motivation 7. The company will establish typical people 8. I have the opportunity to receive a medal or honorary title
Professional Competence Development Motivation	9. The company will make training and development plans for employees 10. The company gives employees internal promotion opportunities

Table 2: Scale Reliability Analysis

Scale	Dimension	Number of Items	Cronbach Alpha
Non-Material Motivation	Organizational Environment	4	0.653
	Spiritual Motivation	4	0.669
	Professional Competence Development Motivation	2	0.621
Organizational Identification	Organizational Responsibility	13	0.879
	Employee Responsibility	11	0.842
Employee Innovation	Task Performance	6	0.747
	Peripheral Performance	4	0.711

As can be seen from the above table: Three scales are involved in this study, which are non-material Motivation, organizational identification, and employee innovation. These three scales involve a total of seven research variables in total. They are organizational environment, spiritual motivation, career competence development motivation, organizational responsibility, employee responsibility, task performance, and peripheral performance. The Cronbach alpha of these seven variables were 0.653,

0.669, 0.621, 0.879, 0.842, 0.747, and 0.711, respectively, all of which were higher than 0.6, with a minimum of 0.621 and a maximum of 0.879. Therefore, the reliability of the research variables involved in this study was within the acceptable range, the sample responses were more accurate and reliable, and the sample data could be used for further research. The data can be used for further research.

Results

According to the results of the correlation analysis between nonmaterial Motivation and employees' innovation, there is a positive relationship between them. Here, the regression analysis is done with each dimension of immaterial motivation as the independent variable and organizational identification as the dependent variable. The results are shown in Table 3.

Table 3: The Correlation Analysis Between Nonmaterial Motivation and Employees' Innovation

Dependent Variables	Independent Variables	Non-Standardized Coefficient		Standardized Coefficient	T	P	R2	Adjusting R2	F
		Standard Error	Beta						
Task Performance	(Constant)	0.619	0.178	-	3.482	0.001	0.609	0.605	126.425**
	Organizational Environment	0.267	0.048	0.274	5.591	0.000			
	Spiritual Motivation	0.308	0.047	0.332	6.543	0.000			
	Professional Competence Development Motivation	0.260	0.038	0.339	6.775	0.000			
Peripheral Performance	(Constant)	1.194	0.170	-	7.017	0.000	0.554	0.549	100.683**
	Organizational Environment	0.298	0.046	0.341	6.511	0.000			
	Spiritual Motivation	0.224	0.045	0.269	4.969	0.000			
	Professional Competence Development Motivation	0.201	0.037	0.292	5.461	0.000			

Note: *p<0.05, **p<0.01.

The three variables, organizational environment, moral motivation, and professional competence development motivation, were used as independent variables, while organizational responsibility was used as the dependent variable for multiple linear regression analysis. From the table above: The R-squared value of the model is 0.609, which means that these three research variables can explain 60.9% of the reasons for the change in organizational responsibility. And the model passed the F-test, which means that at least one of the three variables, organizational environment, spiritual motivation and professional competence development motivation, will have an influential relationship on organizational responsibility. From the above table, the regression coefficients of all three variables, namely, organizational environment, spiritual motivation, and professional development motivation, are significant, which means that they all have an influence on organizational responsibility. Specifically, the regression coefficients of these three variables are 0.267, 0.308 and 0.260, all of which are greater than 0. Therefore, they all have a positive influence on organizational responsibility.

Conclusions

We found a significant positive correlation between non material Motivation and employee task performance. This means that by providing appropriate non material Motivation, companies can stimulate employees' work motivation and performance, thereby improving their task performance. There is a significant positive correlation between abundant material Motivation and employees' psychological rewards. Indicating that material Motivation can effectively meet employees' basic needs, prompting them to obtain more satisfaction and psychological rewards in their work. There is a significant positive correlation between Organizational identification and employee innovation. This means that when employees identify and recognize the organization's goals, values, and culture, they are more likely to exhibit positive innovative behavior. Organizational identification can establish a working atmosphere of cooperation and support, thus promoting employees' innovative ability and performance.

Recommendations

Future research should further explore and strengthen the relationship between non material Motivation and employee innovation behavior, in order to enrich theoretical research and provide more specific guidance for practice. This will help organizations better mobilize the innovative potential of employees, promote sustainable development of the enterprise, and establish competitive advantages.

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RESEARCH ON LABORATORY OPEN MANAGEMENT STRATEGY OF HIGHER VOCATIONAL COLLEGES IN DIGITAL AGE

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Abstract: As a part of higher education, higher vocational colleges aimed to cultivate practical talents and applied talents. In recent years, in order to meet the teaching needs, various higher vocational colleges built and reorganized laboratory constructions. Excellent laboratories not only needed to have scientific, forward-looking, and social development requirements to develop laboratory construction planning, but they should also have had excellent hardware conditions, a first-class management level, and a high-quality high-level laboratory team. The purpose of this paper was to study that the research of laboratory open management strategy in higher vocational colleges kept pace with The Times and optimized management strategies and means by using a digital platform under the background of digitalization. This paper obtained first-hand data and written materials through the literature method, investigation method, and other research methods. Taking Rizhao Vocational and Technical College as an example, this paper analyzed the main problems existing in the laboratory management of Rizhao Vocational and Technical College, analyzed the reasons based on data and charts, and finally put forward feasible opinions and suggestions based on empirical materials and social reality, such as improving the management system. It was of great significance to train high-quality management personnel and establish a digital management system for higher vocational colleges to improve school quality and train high-quality talents.

Keywords: Digitization, Higher Vocational College, Laboratory

Introduction

Study Motivation

Technological progress and the development of digital age: With the rapid development and wide application of digital technology, higher vocational college laboratories are facing new opportunities and challenges in the digital age. Researchers hope to explore how to effectively manage laboratory opening to adapt to the requirements and development trends of the digital age.

1. The needs of education and teaching: Higher vocational college laboratory is an important place to cultivate students' practical ability and innovative ability. Through the research laboratory open

management strategy, the needs of education and teaching can be better met, and more abundant practical opportunities and resource support can be provided.

2. The importance of knowledge sharing and cooperative innovation: laboratory open management can promote knowledge sharing and cooperative innovation. In the digital era, strengthening the laboratory open management can improve the cooperation between the school and the industry, other colleges and social organizations, and promote the cultivation of interdisciplinary cooperation and innovation ability.

3. Resource management and efficiency improvement: Laboratory resource management is one of the important issues facing higher vocational colleges. Research laboratory open management strategy can explore how to rationally allocate and utilize laboratory equipment, materials and human resources to improve resource utilization efficiency and management effectiveness.

4. The importance of safety management and risk control: Laboratory safety management and risk control is the key aspect of laboratory open management in higher vocational colleges. Researchers hope to put forward effective safety management measures and risk assessment methods to ensure the safety and sustainable development of laboratory opening by studying the strategy of laboratory opening management.

In short, the above motivation is based on the digital age and the practical needs of laboratory management in higher vocational colleges. Researchers hope to provide effective management strategies and practical guidance for higher vocational colleges through the study of laboratory open management strategies.

Research Problems

- (1) There Are Problems with the Laboratory Management System
- (2) Laboratory Management Methods Are Relatively Backward
- (3) Laboratory Management Personnel Lack Technical Quality and Comprehensive Cognition

The laboratory management of higher vocational colleges in the digital era is different from the management means and methods in the traditional era. Based on the background of the digital era and combined with the specific situation of higher vocational colleges, this study proposes the open management strategy of higher vocational colleges' laboratories. What adjustments and optimization should be made in the digital era. Through the in-depth research and analysis of the above problems, this paper aims to reveal the key problems and solutions of the laboratory open management strategy in higher vocational colleges under the background of the digital era, in order to provide useful guidance and suggestions to promote the innovation and development of laboratory management in higher vocational colleges.

Research Objectives

The purpose of the research on the strategy of laboratory open management in higher vocational

colleges in the digital age is to explore how to optimize the strategy of laboratory open management in higher vocational colleges in the digital age. With the continuous development of science and technology and the continuous progress of society, the laboratory of higher vocational colleges, as an important place to train students' practical ability and application ability, is facing new challenges and opportunities. The purpose of this study is to deeply analyze the problems and needs of laboratory open management in higher vocational colleges in the digital era, and to explore the management strategy that ADAPTS to the requirements of The Times. Specific purposes include: research on the status quo and existing problems of laboratory open management: Through investigation and research, understand the actual situation of laboratory open management in higher vocational colleges, and find the existing problems and bottlenecks, such as low management efficiency, inadequate use of resources, and incomplete information system; Analyze the impact of digital age on laboratory open management: study the application of digital technology in teaching and laboratory management, explore the opportunities and challenges brought by digital age to laboratory open management, such as digital equipment management, online laboratory management platform, etc. To explore the strategies for optimizing the open management of laboratories in higher vocational colleges: Based on the in-depth analysis of existing problems and the needs of The Times, practical management strategies and means are proposed, such as establishing a digital management platform, strengthening personnel training, and improving the management system, so as to improve the efficiency and quality of the open management of laboratories. In general, this study aims to provide higher vocational colleges with management strategies and methods that adapt to the development of The Times, promote the improvement of laboratory management level, and provide strong support for training high-quality applied talents through in-depth research on laboratory open management in the digital era.

Literature Review

Rao (2019) pointed out that in recent years, with the rapid development of higher education, the enrollment scale of private higher vocational colleges is expanding day by day, and new disciplines and new majors are emerging constantly. In order to meet the teaching needs, private higher vocational colleges are building and reorganizing laboratories one after another. Excellent laboratories not only need to have scientific, forward-looking and social development requirements to develop laboratory construction planning, it should also have excellent hardware conditions, first-class management level and high-quality high-level laboratory team. The research direction of laboratory equipment management in our country is mainly based on laboratory equipment management methods, and it is suggested that using information management means can improve management ability. The reason for the problems in laboratory management is not only the backward management methods, but also the system construction and the management of managers. The improvement of management methods alone cannot improve laboratory management problems.

Liu (2023) pointed out in his research that at present, most universities are relatively backward in laboratory management methods, especially the lack of full-time personnel. Various information management software generates a large number of independent data, and there are information islands. Integrate the advanced technology of big data into the laboratory construction management, carry out top-level design from the perspective of big data, collect, integrate, optimize and analyze various data in the process of experimental teaching management, and combine the Internet of Things and cloud computing technology to build a data-driven laboratory comprehensive service management platform integrating teaching, student innovation practice and teacher research. Explore the management mode of computer basic laboratory under the background of big data, and provide a new way to realize the fine and intelligent management of laboratory.

Wang (2023) pointed out that in the talent training system of colleges and universities, as teachers in computer laboratories, they must conform to the pace of development of The Times, update the management plan and system with The Times, and promptly introduce information technology to promote the intelligent, information-based and automated development of computer laboratory management and maintenance. This paper will focus on the management and maintenance of computer laboratories in colleges and universities, and carry on the analysis and discussion on the countermeasures and paths, in order to provide reference for the future related work.

Methodology

Documentation Method

Literature is all the carriers to record the existing knowledge. The method to analyze and study these data and get certain conclusions from them is literature analysis. ① By using the literature method, through the use of libraries, CNKI papers, journal network databases and other means, to consult, collect and read the previous research results of experts and scholars on laboratory equipment management, to consult the relevant materials on laboratory equipment management of Rizhao Vocational and Technical College, to analyze relevant literature and to understand the following three aspects of content: (1) Current status and research trend of laboratory management; (2) Teachers' and students' expectations and equipment requirements for the laboratory; (3) The current situation of laboratory management in Rizhao Vocational and Technical College, etc., provides a theoretical basis for the writing of the paper.

Investigation Method

Investigation is a method of gathering material about the actual or historical situation of the subject in a purposeful, planned, and systematic manner. This paper adopts two investigation methods: questionnaire survey and interview. Through the form of questionnaire survey to further understand the current situation of laboratory management in Rizhao Vocational and Technical College, and explore

the common problems in this process. According to the research purpose of this study, under the guidance of reflecting on laboratory management, the author compiled a questionnaire for practical teaching teachers, laboratory managers and students in private vocational colleges in the province. Through the questionnaire, the author basically understood the overall views of teachers and students on laboratory management and the requirements and needs of laboratory management. According to the results of the questionnaire survey, the laboratory managers of Rizhao Vocational and Technical College were interviewed, aiming to grasp the views of laboratory managers on laboratory management and feedback on practical problems at a deep level, so as to provide first-hand information and basis for the research on management problems, cause analysis and optimization countermeasures in this study.

Data Acquisition and Analysis

Through extensive reference to relevant literature and taking Rizhao Vocational and Technical College as an example, this paper analyzes the problems of laboratory management in higher vocational colleges, and clarifies the main direction of this research - the purpose of laboratory management. The questionnaire about the laboratory was prepared, and the actual investigation was carried out with the laboratory practice teaching teachers, students and managers. Through the questionnaire survey, to understand the teachers and students' views on laboratory management

Questionnaire Analysis

1. Questionnaire Design

This questionnaire is designed based on relevant literature and laboratory equipment management, as follows:

(1) Through the literature, understand and analyze the laboratory management means of universities, as well as higher vocational college laboratory management, there is no unified standard, whether it is the setting of management institutions, management responsibility parties or management means, there are different opinions. In the questionnaire design, laboratory management issues were considered, including institutions and means. At present, most of the higher vocational colleges use manual management and information means for laboratory management, so it is necessary to consider what function information management should have and which group can be satisfied.

(2) What are the responsibilities of laboratory management personnel in higher vocational colleges? The responsibility content of laboratory managers determines the occupational skills required by managers. Therefore, the scope of responsibility and role of laboratory managers should be considered in the questionnaire survey.

(3) In an era of rapid development, students' thirst for knowledge not only requires laboratories in class, but also needs after class? In today's information age, mobile Internet has become the mainstream of today's society. How to use the Internet to facilitate laboratory users and what purpose to achieve are the three main directions that the author considers in questionnaire design.

2. Questionnaire Analysis

This questionnaire was collected from teachers and students of school A through the Internet questionnaire star program. In this questionnaire survey, a total of 247 valid questionnaires were collected, of which 132 were answered by teachers and 115 by students, with a recovery rate of 100%. Through the questionnaire, it can be reflected that the overall cognition of teachers and students in the laboratory is not optimistic, the openness of the laboratory is not enough, and the management personnel deviate from the management of laboratory equipment. The problems of laboratory equipment management focus on the two aspects of laboratory management personnel and old laboratory equipment, followed by the operation and maintenance of equipment.

Interview Analysis

In order to accurately grasp the ideological status of laboratory management personnel and the causes of equipment management problems, a total of 45 laboratory management personnel of the school were interviewed to understand the problems and ideological status in the process of laboratory equipment management, and it was summarized as follows: the division of laboratory work is unclear, the management policies of various departments of the school are mixed, and the assessment standards of laboratory management are unreasonable, which is easy to lead to passive work.

Countermeasures and Suggestions for Laboratory Management

(1) Pay more attention to the laboratory and improve the laboratory management system, system for a school, department is an overall guiding ideology of work, the establishment of a sound laboratory management system, clear division of the scope of work, is an important guarantee for the normal development of laboratory work. Higher vocational colleges regulate the work of each level of the school through the management system and clarify the work duties and responsibility system of staff at all levels. The responsibility and responsibility relationship among school leaders, teachers and laboratory managers should be divided, so as to avoid the phenomenon of squabbling and buck-passing. At the same time, the strict management system is also conducive to the management of teachers and students, and they can consciously.

(2) Improve the responsibilities of laboratory management department and staff post responsibilities.

In laboratory management, the management functional department of the laboratory site of the university should clarify the management responsibilities, and the responsibility scope of the corresponding teaching unit, asset department, logistics management and other cooperating units should be clarified to avoid the problem of unclear responsibilities between departments, which will affect work efficiency. In laboratory management, the purpose is to ensure the normal operation of laboratory sites and equipment in higher vocational colleges to meet the needs of teaching. The potential purpose is to continuously improve the utilization rate of laboratory equipment on the existing basis, save resources and obtain maximum benefits through various resource sharing policies. Through the above management purposes, the laboratory management functional departments to clarify the scope of

responsibility and cooperate with the unit's scope of responsibility, including laboratory construction, equipment procurement and other work needs to cooperate with the unit to complete the project, it is necessary to determine the primary and secondary responsibilities. The laboratory management functional department should formulate the corresponding department responsibilities and department work responsibilities, and the position responsibilities of the department staff should also be positioned to ensure the orderly progress of work.

Once the responsibilities of the laboratory management department are defined, the department's job description will detail the needs and functions of laboratory management. Laboratory management personnel consists of two parts: first, laboratory management functional department management personnel, second, teaching unit laboratory management personnel. Functional department of laboratory management as the laboratory management staff of the university, responsible for laboratory site, equipment, practice teaching management. As a supervisory role in the management of the laboratory of the whole school. The laboratory management personnel of the teaching unit are the person directly responsible for the management of each laboratory. As long as all the work items occurring in the laboratory are the work content of the laboratory management personnel, including: daily management, use, maintenance and safety protection of the laboratory site; Use, management, borrowing, repair and maintenance of the equipment after admission; Cooperate with the practical teaching needs of the teachers and carry out the site management of the second class. For the work of laboratory managers, work manuals shall be formulated according to the characteristics of laboratories in higher vocational colleges, including daily work of laboratories (site use and document submission); Equipment daily work (equipment landing, equipment daily use, equipment repair, equipment maintenance, equipment scrap); Laboratory safety work (daily inspection and regular safety inspection) and other contents, one is the job responsibilities of laboratory managers, the second is the assessment standard of laboratory managers, and the third is that once the laboratory managers leave or transfer, the staff can quickly enter the work state according to the work manual to ensure the continuity of laboratory equipment management. The same type of work needs to be unified management, as the basis for assessment and supervision, but for the different characteristics of the laboratory, each teaching unit according to the different training sites to develop different complementary systems, the overall principle is consistent with the purpose of laboratory management of the whole school.

Results

Based on the organizational form of the problem, this paper takes Rizhao Vocational and Technical College as an example, and through the methods of literature and investigation, studies the higher strategic requirements for laboratory management of higher vocational colleges in the background of the digital age with the needs of countries for compound talents. This paper strictly follows the requirements of academic research, but due to my low academic level and ability, there are

some shortcomings in this study. I hereby make a summary and hope to make good improvements in future research. It mainly includes the following aspects:

Increase the diversity of research samples: If samples are used in the research, it is recommended to increase the diversity of samples, including different regions and different types of vocational college laboratories, to enhance the representativeness and generalization of research results. In this way, changes and differences in laboratory open management strategies can be better understood and explained.

In-depth analysis of the application effect of digital technology: If the research involves the application of digital technology in laboratory open management, it is recommended to conduct a more in-depth analysis to explore the impact and effect of these technologies on laboratory management. The actual effectiveness of digital technologies in improving efficiency, innovation and resource utilization can be evaluated in a quantitative or qualitative manner.

Introduce more quantitative analysis methods: If qualitative analysis methods are mainly used in the research, more quantitative analysis methods can be introduced, such as statistical analysis, regression analysis, etc., to provide more quantitative research results and data support. This helps to strengthen the credibility and scientific nature of the research.

Deepen the research on collaboration and innovation: If the research involves the role of collaboration and innovation in laboratory open management, it is recommended to conduct more in-depth research, including exploring the specific mechanisms, conditions and practical strategies of collaboration and innovation. The influencing factors and effects of cooperation and innovation in laboratory management can be deeply explored through case analysis and interdisciplinary research.

Provide more specific practical guidance and suggestions: In the paper, it is proposed to provide more specific practical guidance and suggestions to support the improvement and optimization of laboratory open management in higher vocational colleges. This can include specific strategies, processes, tools and implementation paths, etc., to make the research results of the paper more practical operability and application.

The above suggestions and improvement methods should be determined according to the specific research content and conclusions. The paper's quality and practicability can be further improved through in-depth analysis and suggestions on the deficiencies in the research, and it can provide useful guidance and reference for laboratory management in related fields.

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THE IMPACT OF OPEN POLICY INSURANCE ON THE EFFICIENCY OF CHINESE INSURANCE COMPANIES

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Abstract: This paper analyzed China's open policy of insurance. The statistical data from the premium income, asset strength, personnel, operating characteristics and bottlenecks of development of both foreign and Chinese insurance companies, analyzed the effects of the open policy to Chinese insurance companies. Then, this paper used actual degree of openness to calculate China's insurance openness and DEA to calculate Chinese insurance companies' efficiency. Finally, empirical analysis showed the following conclusions: (1) Through analyzes of data of the past 15 years, the improvement of insurance openness has a significant negative correlation with Chinese property insurance companies. It showed that under the open policy of insurance, the operation of Chinese property companies was threatened, and they have not found a good way to improve their operating efficiency;(2) Under the open policy of insurance, the impact brought by the policy content change of opening the compulsory vehicle liability insurance market to foreign investors had obvious negative effect on the operating efficiency of Chinese property insurance companies. It indicated that the operating efficiency of Chinese property insurance companies, which mainly brought income from vehicle insurance has obviously decreased after the policy change. The impact brought by the change of shareholding ratio policy of foreign life insurance companies in the open policy of insurance had a positive effect on the operating efficiency of Chinese life insurance companies. It indicated that the operating efficiency of Chinese life insurance companies has increased after the promulgation of the policy.

Keywords: Insurance, DEA Method, Efficiency

Introduction

The insurance industry's problems of "more emphasis on scale than quality" and "more emphasis on speed than quality" have become increasingly apparent. Based on such a background of insurance opening to the outside world, how will the efficiency of Chinese-funded insurance companies be affected under such a background? Faced with such an impact, how should Chinese-funded insurance companies respond? This paper divides the insurance opening to the outside world into the opening policy and the opening result, takes the insurance opening to the outside world and the efficiency of

Chinese insurance companies as the research object, and studies the impact of insurance opening to the outside world on the efficiency of Chinese insurance companies.

Research Objectives

This paper takes insurance opening to the outside world and the efficiency of Chinese-funded insurance companies as the research objects. Based on the current development status of Chinese and foreign insurance companies in my country, this paper explores the impact of insurance opening-up on the development of operating efficiency of Chinese-funded insurance companies. the research objectives are as follows: (1) Insurance is open to the outside world; (2) Openness of insurance to the outside world; (3) Efficiency of insurance companies.

Literature Review

The Risk Detection Department of China Insurance Security Fund Co., Ltd. has analyzed the policy of opening up insurance to the outside world, and believes that after 18 years, my country's insurance opening to the outside world will start to accelerate, and it will not significantly impact the domestic market in the short term, but it will be a long-term impact for the domestic market. The market brings dividends, and at the same time believes that the policy of opening up insurance to the outside world should balance risks and opportunities. Cheng (2020) believes that adhering to a high level of opening up can be the main force to form a new "dual circulation" pattern in the insurance industry, and the policy of opening up insurance to the outside world can further enrich the market structure of the insurance market and enhance the competitiveness of my country's insurance industry. Coming" needs to be combined with "going out". Li (2018) scholars divide the opening up of the insurance industry into three stages. They are the exploration stage, the pilot stage and the comprehensive development stage. It also believes that my country's insurance opening to the outside world is currently in a stage of comprehensive development, and Chinese insurance companies need to have a sense of risk early warning and make preparations for the further deepening of the insurance policy of opening to the outside world. Xiao (2000) believes that the characteristics of my country's insurance policy of opening to the outside world is not the introduction of a large amount of foreign capital like other opening policies, but it conforms to the characteristics of the transition of the economic development process, and the gradual introduction in stages is a step-by-step process.

Insurance is a means of risk transfer that spreads risks and provides compensation for losses. Although insurance operations can bring huge profits, there is fierce competition, and the operation methods of different insurance companies are very different. Eling (2019) and Luhn (2009) believe that the operating environment of insurance companies is becoming more and more complex and competition is becoming increasingly fierce, so an objective and reliable efficiency evaluation method is needed. At present, academic circles mainly use two frontier efficiency methods: data envelopment

analysis (DEA) and stochastic frontier analysis (SFA) (Methods for measuring technical efficiency) to measure the efficiency of insurance companies. Lharnes Cooper and Rhodes (1978) introduced DEA as a nonparametric frontier analysis method for identification efficiency based on Farrell (1957).

The results of more than 40 years of insurance policy of opening up to the outside world are obvious to all. With the deepening of the insurance policy of opening to the outside world, what kind of impact the policy has on the insurance industry has become a topic that scholars focus on. Domestic scholars, Li and Sun (2011), by analyzing the evolution of the U.S. policy of opening up to the outside world, came to the conclusion that the complete opening of insurance to the outside world will impact the domestic insurance industry. Zhou (2012) made innovations in model selection, using SOMR to improve the DEA method, but still used the comparative analysis method when forming conclusions. Li (2019) defined the nominal openness and actual openness of insurance opening to the outside world. Finally, multiple regression analysis was conducted to analyze the influence of nominal and actual insurance openness on the efficiency of insurance companies.

Methodology

Research hypothesis 1: The degree of insurance opening to the outside world is significantly positively correlated with the efficiency of Chinese insurance companies. Research hypothesis 2: The impact of the opening-up policy of insurance is significantly related to the efficiency of Chinese-funded insurance companies. negative correlation.

This chapter describes the research methodology used in this study. There are three kinds of research methods: quantitative method, qualitative method and mixed method. The authors conducted the study using a mixed research method. Mixed research methods are the use of both qualitative and quantitative research methods in one research or survey project. Quantitative research usually produces statistical results for a given population of study subjects. Qualitative research is exploratory, diagnostic and predictive. It does not seek precise conclusions, but only to understand the problem, to identify the problem, to develop a sense of understanding. Quantitative methods emphasize objective measurement and statistical or mathematical analysis of data collected through opinion polls, questionnaires, and surveys, or through the use of computer technology to process available statistical data. Quantitative research focuses on collecting numerical data and generalizing or explaining specific phenomena in a population. Quantitative studies examine relationships between variables that are measured numerically and analyzed using a range of graphical techniques. This methodology ensures the universality of probability sampling techniques. Literature Theory: qualitative research Starting from three types of literature, namely, the opening of insurance, the efficiency of insurance companies, and the impact of the opening of insurance on the efficiency of Chinese-funded insurance companies, the existing research is sorted out, and the characteristics, key points and gaps of the existing research are summarized, can better lay the foundation for theoretical knowledge. Quantitative Study on the basis of summarizing

previous experience, the empirical method and indicator variables are selected, and at the same time, different ideas are provided for related research. This paper analyzes the development status of Chinese and foreign insurance companies, and summarizes the influence and penetration of foreign insurance companies in my country's insurance market. The characteristics of the efficiency value of Chinese-funded property insurance companies and Chinese-funded life insurance companies are compared and analyzed. A comparative analysis of the empirical results of the group-based empirical studies was carried out. Researchers use quantitative analysis methods to make up for the deficiencies of qualitative analysis and provide more reliable evidence for the conclusion. This paper discusses the opening policy of insurance opening to the outside world, the current development status of Chinese and foreign insurance companies, and discusses the internal reasons for the impact of insurance opening to the outside world and the efficiency of insurance companies from a theoretical point of view. At the same time, quantitatively measure the openness of the insurance industry and the efficiency of Chinese-funded insurance companies, and use the multiple regression model to empirically analyze the relationship between the two.

Results

Empirical Results and Analysis

When the unit root test is performed on the variable, it is found that Duration does not pass the unit root test, so difference processing is also required. After the data is processed, the fixed effect model is used for regression analysis, and the results are shown in Table 1:

Table 1: Empirical Results

Variable	Chinese Property Insurance	Chinese Life Insurance
Open	-0.005*** (-0.11)	0.148*** (1.89)
GDP	0.02 (0.43)	0.038 (0.62)
CPI	-0.056** (-0.95)	5t00 (-1.24)
Scale	0.771*** (3.72)	0.405*** (1.80)
Share	-1.374 (-1.16)	0.025 (0.28)
Duration	2.673** (2.21)	0.814*** (2.87)
ROA	0.181* (2.21)	0.900 (0.17)
NEOA	-0.159 (-0.85)	2000 (-2.27)
T Statistics in Parentheses		

Note: *P<0.1, **P<0.05, ***P<0.01.

According to the regression results, the negative effect of openness on Chinese property insurance companies is obvious, and the impact is the largest. The higher the degree of openness, the worse the performance of Chinese property insurance companies and the lower the efficiency. There are three reasons for the development of the efficiency measurement of property and casualty insurance companies: First, foreign property and casualty insurance companies continue to enter the Chinese insurance market. However, Chinese-funded insurance companies are not aware of this phenomenon and do not adjust their own business development strategies in a timely manner. It shows that the information transmission mechanism of my country's insurance market is not strong and the degree of marketization is not high. Second, the increasing market share of foreign insurance companies has indeed had an impact on Chinese property insurance companies, because Chinese property insurance companies have always faced the problem of a single product structure, and the main source of business income comes from auto insurance. After the company entered the compulsory traffic insurance market, it has continuously impacted the market share of Chinese property insurance companies, because although the operation of compulsory traffic insurance is not for profit, it can bring a stable customer base to property insurance companies. After harvesting these customer groups, foreign property insurance companies have more advantages in price by virtue of their higher pricing technology, and their customer-centric service concept has enhanced user stickiness, and their market share in commercial auto insurance has expanded accordingly. Third, the comparative analysis of the development status of Chinese and foreign insurance companies shows that insurance professionals are flowing from Chinese insurance to foreign insurance. The trend of localization of foreign insurance companies is becoming more and more obvious, providing insurance practitioners with higher salaries, transparent management mechanisms and fair promotion opportunities, which are constantly attracting practitioners of Chinese-funded property insurance companies. The loss of talents is an important reason for the negative correlation between the opening of insurance and Chinese property insurance companies.

The positive effect of insurance openness on Chinese-funded life insurance companies is obvious. The life insurance group accepts null hypothesis 1. The higher the degree of openness, the better the performance of Chinese-funded life insurance companies and the higher the efficiency. The most important thing for life insurance business is product pricing technology and risk management technology. The pricing power, product innovation ability and service level of foreign insurance companies are much higher than those of Chinese life insurance companies. As for the technology spillover effect brought by the entry of foreign life insurance into China's life insurance market, Chinese insurance companies have fully absorbed the experience of foreign insurance companies in product innovation. The product structure, due to the advancement of technology, makes the product innovation of Chinese-funded insurance companies more scientific in the field of life insurance, which can meet the increasingly refined needs of domestic customers. Secondly, because the life insurance market in

my country relies heavily on agent teams and bancassurance channels, and the sales of life insurance by agent teams and bancassurance channels mainly rely on the exploration of private customer groups, there are strong geographical factors. Status is hard to shake.

For the variable of GDP growth rate, the overall situation shows a positive effect on the efficiency of property insurance companies. Usually, we believe that the better the economic development, the higher the GDP level, the faster the growth rate, and the higher the efficiency of insurance companies. The empirical results generally conform to the intuitive judgment. However, the regression results of the efficiency and GDP growth rate of Chinese-funded insurance companies are not significant, and there are many other problems that have not been considered comprehensive factors.

The growth rate of CPI is negatively correlated with the operating efficiency of Chinese insurance companies, because the currency effect brought about by the inflation rate affects the investment returns of insurance companies. Due to the lack of diversity of investment methods of Chinese-funded insurance companies, the negative effects of inflation cannot be well dispersed.

There is a significant positive effect between company size and Chinese property insurance companies, which may affect the overall results to a certain extent. This is in line with the actual situation. my country's large-scale insurance companies far exceed small and medium property insurance companies in terms of operating capabilities.

In terms of market share, the market share of Chinese property insurance companies has a negative effect on efficiency. This is also in line with the actual development of my country's insurance property and casualty insurance market, because the market share is determined by premium income, but companies with high premium income are not necessarily efficient. Especially in the operation of auto insurance, the disorder of rebates is serious. Although the premium income is high, the input costs such as operating expenses are also very high, which may lead to low efficiency.

The variable of operating time also has a positive effect on the overall efficiency of property insurance companies. Generally speaking, the longer the operating time of the insurance company, the more mature its management technology in all aspects, and the stronger the ability to accept the market test, the better its efficiency. perform better.

The positive correlation between the return on assets and the company's operating efficiency is because the higher the return on assets, the stronger the profitability of Chinese-funded insurance companies, and the higher the profitability of using limited capital in the same period, the better the operating ability of Chinese-funded insurance companies.

The operating expense ratio is significantly negatively correlated with the efficiency of Chinese-funded insurance companies, because the higher the operating expense ratio, the higher the cost of the insurance company to obtain premium income. low.

Robustness Check

This paper tests the robustness of the above empirical results by reducing the sample. By

calculating the median of return on assets and operating profit rate of Chinese insurance companies, the sample is divided into high return on assets group and low return on assets group; high operating expense rate group and low operating expense rate group. By re-empirical analysis of different groups, the results are shown in Table 2 and Table 3. According to the results, the explanatory variables of standard concern are still significant, indicating that the empirical conclusions of the previous section can be considered robust.

Table 2: Robustness Test Results (1)

Explanatory Variables	High Return on Assets		Low Return on Assets	
	Property Insurance	Life Insurance	Property Insurance	Life Insurance
Open	-0.005*** (-0.22)	0.195*** (1.79)	-1.038** (-2.01)	-0.252** (-2.01)

Table 3: Robustness Test Results (2)

Explanatory Variables	High Operating Expense Ratio		Low Operating Expense Ratio	
	Property Insurance	Life Insurance	Property Insurance	Life Insurance
Open	-0.005*** (-0.22)	0.195*** (1.79)	-1.038** (-2.01)	-0.252** (-2.01)

At the same time, for Chinese-funded property insurance companies, the conclusions of the high-ROI and low-ROI groups are consistent, that is, the degree of openness to the outside world is negatively correlated with the efficiency of Chinese-funded property and casualty insurance companies. The conclusion of the low operating expense ratio group is contrary to the empirical conclusion. This is because the low operating expense ratio indicates that the Chinese insurance companies in this group are mainly large and powerful Chinese property insurance companies. The company's product structure is relatively simple, and its focus on auto insurance is more prominent in small and medium-sized property and casualty insurance companies. In recent years, large property insurance companies have focused on optimizing product structure, improving pricing technology to reduce operating expenses, and showing better responsiveness when resisting the impact of insurance opening to the outside world.

For life insurance companies, the results for the low ROE group are contrary to the empirical results. That is to say, the openness of the low-asset return group is negatively correlated with the efficiency of Chinese-funded life insurance companies. This shows that due to the low return on assets and poor profitability of this group of life insurance companies, the market share of foreign life insurance companies is expanded, the talent structure is optimized, and the influence is gradually expanding. Resist the impact of insurance opening to the outside world. However, because the life insurance market share is mainly divided by several large life insurance companies, and these companies have strong capital strength, facing the threat of foreign insurance, they can be motivated to quickly improve their own technology and management level. Therefore, in general, the opening of

insurance to the outside world is positively correlated with the operating efficiency of Chinese-funded life insurance companies.

Discussion

(1) Insurance regulators should prudently open their business scope to foreign capital. In the past, the opening of the compulsory insurance market to foreign capital has caused a huge impact on Chinese property insurance companies. And there is no good incentive mechanism to guide Chinese-funded property insurance companies to improve their own operating technology, which has had an impact on the operating efficiency of Chinese-funded property and casualty insurance. When the relevant departments decide to open up the operation of policy insurance and compulsory insurance, they need to simultaneously consider the risks that follow, and introduce supporting preferential measures for Chinese insurance companies to help Chinese insurance companies resist the impact.

(2) Insurance regulators shall control the regional distribution of foreign-funded insurance. Due to the operating characteristics of foreign insurance companies, foreign capital will continue to explore the sinking market, and will gain more ordinary customers by virtue of the advantages of services. Regulatory agencies can limit the number of foreign insurance companies to open outlets in areas where the regional insurance market is still very imperfect, and implement the policy of opening up insurance to the outside world according to local conditions.

(3) Insurance regulators should gradually remove the excessive preference for foreign insurance companies. With the gradual deepening of the opening up of insurance to the outside world, foreign insurance companies have also continued to localize. Since in terms of supervision, it is emphasized that Chinese and foreign insurance companies are treated equally, and foreign insurance companies are encouraged to compete fairly with Chinese insurance companies in the domestic insurance market. Then, in terms of policy inclination, the development of foreign insurance companies should also be re-evaluated, and some protection policies for foreign insurance companies should be cancelled.

Conclusions

For Chinese-funded life insurance companies, the opening of insurance to the outside world encourages Chinese-funded life insurance companies to improve their own operating level, thereby improving their own operating efficiency. This does not mean that Chinese-funded life insurance companies can relax their vigilance and sit back and relax, because the opening-up phase of our country's deep insurance has just begun, and the challenges posed to our Chinese-funded insurance companies have just begun. Deep opening means more intense competition. In the future, more and more wholly-owned life insurance companies will enter my country's life insurance market. It is unknown whether Chinese-funded life insurance companies can maintain a competitive advantage in the impact.

According to the analysis of the development characteristics of foreign insurance companies combined with the results of empirical analysis, it can be known that the improvement of insurance opening to the outside world and the impact of the policy of insurance opening to the outside world have caused the operating efficiency of Chinese-funded property insurance companies to decline. The reasons include: foreign insurance companies The company's increasing market share has indeed had an impact on Chinese property insurance companies; and foreign property insurance companies can provide higher salaries and a fairer promotion mechanism, and insurance professionals are flowing from Chinese insurance to foreign insurance; Insurance companies do not have a strong sense of urgency to this phenomenon, and do not respond in a timely manner to adjust their business development strategies.

In response to this conclusion and the analysis of the reasons, this paper believes that, first of all, Chinese-funded property insurance companies should pay attention to the expanding influence of foreign property and casualty insurance companies, actively respond to them, find a way out, and aim to enhance their own competitiveness and achieve high-quality development as their business goals. Secondly, in order to regain the market share occupied by foreign property insurance companies. Chinese property and casualty insurance companies should turn their development strategies to product diversification, and should actively seek product innovation in the fields of liability insurance and credit guarantee insurance to tap demand, instead of blindly focusing on the auto insurance market and shifting their strategic focus from the red ocean to the blue ocean. And should continue to optimize and improve their service level. Third, Chinese-funded property insurance companies should actively optimize the talent structure, absorb more Internet insurance talents, and improve the quality of talents. In addition, China's Internet high-tech companies are currently at the forefront of the world. Chinese insurance companies can seize the opportunity of this era to actively seek cooperation with technology companies, tailor-made enterprise property insurance for technology companies, and can also take advantage of high-tech Seek cooperation. Finally, the status quo that the source of premium income of the property insurance market depends on the income of auto insurance premiums will not be shaken in the short term. Auto insurance pricing technology to maintain the dominant position of Chinese insurance companies in the field of auto insurance.

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THE ZHONGHAO HOTEL MARKETING STRATEGY

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Abstract: Hotel marketing is a series of commercial and sales activities carried out to meet the reasonable requirements of customers and achieve hotel profitability. The core of marketing is to meet the reasonable requirements of customers, with the ultimate goal of making profits for the hotel. Hotel marketing is a form of hotel marketing and an important component of hotel management activities. At that time, the epidemic situation was severe, and the hotel industry also suffered a huge blow. In addition, national restrictions on public consumption have also affected the development of some hotels. This study focuses on the Zhonghao Hotel in Shahe City. Analyzed and studied the marketing strategies of the hotel industry. Using STP theory and SWOT analysis method, a comprehensive analysis was conducted on the current status and existing problems of hotel marketing, and corresponding problem-solving strategies were proposed. Based on the above research, this article draws the following conclusions: (1) The marketing environment of Zhonghao Hotel is poor and shows a continuous improvement direction. (2) The marketing situation of Zhonghao Hotel is poor, and its root cause needs to be traced. (3) There are many marketing problems in Zhonghao hotels, mainly manifested in product strategy, price strategy, channel strategy, promotion strategy, and personnel strategy. Based on this, this article proposes five corresponding improvement suggestions. At the same time, it is hoped that this study can provide reference for other hotels with similar problems.

Keywords: Hotel Marketing Strategy, 7P Theory, STP Theory, SWOT Analysis

Introduction

Background of the Study

In recent years, the development of China's hotel industry has shown obvious structural differentiation characteristics within the industry. Luxury hotels, represented by five-star hotels, are rapidly shrinking in consumer demand due to national restrictions on "three public" consumption and "eight central regulations". At the same time, due to multiple factors such as high operating costs and the peak of real estate investment, the development speed and scale growth speed of luxury hotels are decreasing year after year. Economy hotels represented by chain hotels such as Home Inns and Hanting Hotels, after experiencing the peak of rapid growth, are now facing a new development situation due to serious homogenization and oversupply.

The Jiang & Wen (2020) pointed out: In recent two years, due to the impact of the COVID-19 epidemic, the hotel industry has also been greatly affected, and the flow of people has been greatly reduced, and the passenger flow of hotels has been significantly reduced. People's living habits have changed greatly. Video conference has replaced face-to-face communication, and day trips have gradually emerged. Customers don't need to stay in hotels. Of course, we should realize that it is both an opportunity and a challenge. We should explore new opportunities in the hotel market, break the traditional business ideas of the hotel industry and achieve better development. The Zhonghao Hotel is located on the west side of National Highway 107 in Shahe City. After renovation in 2018, it has a long history of development. Its geographical location is convenient, the surrounding environment is comfortable, and its business scope is wide, integrating catering, accommodation, entertainment and official reception. Although its business activities are rich and varied, there are still some gaps compared with other high-end hotels in Shahe City, whether in geographical location or in other aspects. If The Zhonghao Hotel wants to achieve a longer-term development, it must keep up with the trend of the times, keep innovative consciousness at all times, retain old customers, develop new customers and gain greater competitive advantage.

The Zhonghao Hotel is located in the Taihang Mountains, with a pleasant climate and livable environment. About 700 meters north of Shahe New Bus Station. The Shahe Expressway is approximately 4 kilometers long, bordering North Ring Road to the south and Wei San Road to the north. In recent years, affected by the COVID-19, the profitability of The Zhonghao Hotel has declined, and the surrounding competitive hotels have begun to seize the market. The existing marketing strategies of The Zhonghao Hotel are no longer sufficient to support the development of the hotel. In order to seek new profit channels, The Zhonghao Hotel should adjust its marketing strategies in a timely manner.

Problems of the Study

The accommodation, catering, meetings, banquets and other products of The Zhonghao hotels are easily imitated. For example, the hotel provides free venue decoration and wedding banquet products for song and dance performances according to the requirements of the new couple. Soon, other hotels followed suit, and some personalized decoration styles could not demonstrate their unique advantages. Finally, they formed a similar business situation with other hotels. Although the hotel offers some local specialties, many catering companies in Shahe City focus on some local specialties. Compared to catering companies, these products provided by hotels do not have any advantages. Therefore, it is crucial to study the marketing strategies of The Zhonghao Hotels in this article, which is also the main issue to be studied in this article. From an analytical perspective, it can be mainly divided into the following points:

1. What is the marketing environment of The Zhonghao Hotel?
2. What is the current marketing situation of The Zhonghao Hotel?

3. What are the problems with the marketing strategy of The Zhonghao Hotel?

Significant of the Study

Based on the actual situation of The Zhonghao Hotel and the hot spots and development trend of the hotel industry, this paper thinks that the research on The Zhonghao Hotel's marketing strategy has the following significance.

Practical significance: Through this study, we can design a marketing strategy that conforms to the existing market development for The Zhonghao Hotel, and change the difficult problems it faces at this stage, which has certain practical significance: clear its own market goals for the hotel, make the hotel marketing activities orderly, and effectively avoid the waste of resources caused by blind activities; Expand market share, gain more profits, maintain the position of the hotel in the hearts of customers and occupy an advantageous position in the market competition; Provide some effective and feasible suggestions for the marketing strategy of similar enterprises.

Limitation of the Study

When studying the marketing strategy of The Zhonghao Hotel, there may be several limitations:

Data source limitation: It is difficult to obtain data on the specific situation of hotels, such as customer structure, unit price, market demand, etc. Therefore, the research results may be limited by the data source and availability.

Case limitations: As The Zhonghao Hotel is only a specific brand case, its singularity and specificity may limit the applicability and promotion of research conclusions.

Time limitations: Research on marketing strategies needs to take into account the market environment and economic situation at the time, so the effectiveness of research results may be affected by time limitations.

Scope of Research

The focus of this study is to analyze the marketing strategies of The Zhonghao Hotels. Drawing on the 7P theory, STP theory, and SWOT analysis, 61 related studies were reviewed to deeply analyze the current situation, problem description, and propose improvement measures for the marketing strategy of The Zhonghao hotels. Its purpose is to help The Zhonghao Hotels overcome marketing difficulties, improve competitiveness, and enhance service capabilities in a targeted manner. At the same time, it is hoped that this study can provide reference for other hotels with similar issues.

Research Objectives

In response to the three questions raised in this study, the following targeted research objectives can be proposed:

1. Analysis of the marketing environment of The Zhonghao Hotel;
2. Analysis of the current marketing situation of The Zhonghao Hotel;
3. Analysis of the problems in the marketing strategy of The Zhonghao Hotel.

Literature Review

Research on Hotel Marketing Strategy

At present, there are many scholars' research on hotel marketing, which involves many disciplines and fields, including the research on traditional hotel marketing theory, the application of mathematical model in hotel marketing and the research on hotel marketing strategy. Among them, the research on hotel marketing strategy has extended to hotel service, culture, brand, relationship, information technology and other aspects, and has been discussed and studied in detail in every aspect. They not only pointed out some misunderstandings in hotel marketing and the development trend of hotel marketing competition, but also put forward innovations in hotel marketing, which is very representative. From the above theory, we can see that the academic circles mainly pay attention to the importance of social platform for hotel marketing, and also pay attention to the changes of marketing channels and markets. The market changes at any time, so it is very important to adjust marketing ideas.

Some scholars have many views on hotel marketing, such as hotel internal marketing, network marketing, emotional marketing, brand marketing, experience marketing and so on. In the aspect of internal marketing, Murphy, Forrest, Wotring & Rymer (1996) think that the effective implementation of internal marketing is the continuation and extension of hotel marketing and the best form of cost saving. The essence of internal marketing concept is to emphasize that hotels should put employees at the center of management, and enterprises need to gain external competitive advantage with the help of internal marketing concepts, technologies and methods. Good hotel internal marketing should be carried out in shaping excellent hotel culture, establishing a good hotel image, creating a satisfactory environment for internal employees and creating institutionalized management. Morgan, Whitler, Feng, & Chari (2019) believe that there are three important prerequisites for the successful internal marketing of hotels: high-level managers attach importance to it; Full participation; Take internal marketing as a long-term strategic management. The hotel's internal marketing target groups should include: top managers, department managers, supervisors, foremen, employees who directly serve customers and backstage support personnel. He also pointed out the specific measures to implement the internal marketing strategy: improving the working environment; To improve the contents and methods of human resource management, we should start from three aspects: recruitment, motivation and training. Fully implement all-staff marketing activities.

7P Theory

Marketing strategy is a process in which an enterprise takes customer needs as the starting point, obtains information on customer demand and purchasing power based on experience, and organizes various business activities in a planned manner. Through coordinated and consistent product strategies, price strategies, channel strategies, and sales promotion strategies, it provides customers with satisfactory goods and services to achieve the enterprise's goals.

Professor Rom McCarthy (1961) also put forward the 4P theory. In addition, Philip Kotler

deepened and continued his theory on the basis of predecessors, and highlighted the Marketing mix method with 4Ps as a core, and then popularized this Marketing mix. The application of four factors, namely Product, Price, Promotion, Channel and Distribution, and Place & Distribution, to the marketing process forms four marketing strategies.

In 1981, based on the traditional marketing theory 4Ps, three "service P's" were added, namely: People, Process and environment (or physical environment; Physical evidence), and formed the 7Ps theory. Tan (2021) pointed out: 7Ps is mostly used in service industry. Product strategy mainly studies new product development, product life cycle and brand strategy, which is the basis of price strategy, promotion strategy and distribution strategy. Price strategy, also known as pricing strategy, has four main objectives; The main purposes of promotion strategy are: transmitting information, strengthening cognition, highlighting characteristics, inducing demand, guiding consumers, expanding sales, breeding preference and stabilizing sales; Channel strategy refers to the sales channel used to achieve the purpose of product distribution; Personnel, all of whom are directly or indirectly involved in the consumption process of a certain service, is a very important viewpoint of 7P marketing mix. Pyper & Grant (1981) shows that knowledge workers, white-collar employees, managers and some consumers add extra value to the supply of existing social total products or services, which is often very significant; Process, a process in which services are realized through certain procedures, mechanisms and activities (that is, consumer management process), is a key element of marketing strategy; Physical Evidence, including services.

STP Theory

STP theory is a commonly used strategy model for segmentation, positioning, and pricing in marketing, with its three core elements being segmentation, targeting, and positioning.

Segmentation: Segmentation refers to the division of the entire market according to certain characteristics and needs, organizing consumers with similar characteristics and needs into small market segments. This process can be based on different factors, such as geographical location, age, gender, income, interests, and hobbies. By segmenting markets, enterprises can better understand and meet the needs of different segmented markets.

Targeting: A target market is a market that selects one or more segmented markets as the main target market for an enterprise, which is a market that focuses on and invests resources. The selection of target markets can be based on various factors, such as market size, competitive situation, growth potential, etc. By selecting target markets, enterprises can more effectively utilize resources and provide more valuable products or services.

Positioning: Positioning refers to the establishment of a unique position and recognition in the minds of consumers by shaping a company's unique image and outstanding value in the target market. Positioning is to differentiate oneself from competitors, highlight the advantages and core values of the enterprise, and thus win the trust and loyalty of consumers. Enterprises can achieve their positioning

goals by designing brand images, conveying clear value propositions, and providing differentiated products or services.

The core idea of STP theory is to segment markets, select target markets, and effectively position them to meet the needs of consumers to the greatest extent possible and establish a competitive advantage. This theory plays an important guiding role in the formulation and execution of marketing strategies.

Methodology

Macro-environment Analysis

Policy and Legal Environment Analysis, Economic Environment Analysis, Analysis of Social and Cultural Environment, Technical Environment Analysis, Population Environment Analysis.

Micro-environmental Analysis

Internal Analysis of the Enterprise, Supplier Analysis, Analysis of Intermediaries, Competitor Analysis, Customer Analysis.

SWOT Analysis

(1) Advantages Superior Geographical Location

The Zhonghao Hotel is located on the west side of Jingguang Road in Shahe City, with convenient transportation and multiple bus stops. Next to the hotel is Weisan Road, which is only a ten minute drive from the entrance and exit of the highway. The surrounding sightseeing and tourism routes are abundant, and a fifteen minute drive allows you to enjoy the beautiful sea of rapeseed flowers. It is far from the city center, with convenient parking and no traffic congestion.

Relatively Abundant Customer Sources

Shahe City enjoys the reputation of "City of Glass", and its economic development is among the best in the urban area of Xingtai County. With the change of the times, Shahe has become an important business center, and many entrepreneurs and businessmen will come here for business negotiations. Because of this, Zhonghao Hotel has a stable and rich customer source. Secondly, the hotel has a wide range of government reception and convenient office space, The comfortable living environment and delicious dining make The Zhonghao Hotel of first choice for government reception.

Rich Tourism Resources

In recent years, the municipal government has been vigorously developing tourism routes. In 2020, the Tourism Development Conference of Xingtai City was hosted by Shahe City, attracting many tourists from surrounding counties and cities. The International Cycling Race was also held around Taihang Mountains. Shahe City has built tourism routes, and more and more people have learned about the beauty and characteristic culture of Shahe City. Some organic eggs and vegetables in the western region, and coarse cloth workshops have also attracted people to buy, The local Hongshigou Ecological Leisure Farm, Peach Blossom Garden, Wangnao Ancient Village, Xingtai Garden, Love Mountain, and

the surrounding Grand Canyon in Shahe City have all attracted tourists to visit and visit. Shahe City's popularity is also increasing, and the convenient transportation of The Zhonghao Hotel has driven the development of The Zhonghao Hotel business.

(2) Disadvantages Professional Management Level Needs to be Improved

The Zhonghao Hotel has always had problems in management, mainly due to the lack of well-developed systems and a standardized service process. The management and operation of hotels mainly rely on previous experience, which has great limitations. Hotel management is also prone to accidents.

Lack of Professional Management Talents

At present, only 24.1% of employees in The Zhonghao hotels have a college degree or above. Currently, there are many majors and colleges related to hotel management across the country. However, most of the knowledge learned by students is mainly applied to high star hotels, and most internships are also conducted around five-star hotels in big cities. There are few students interning at county hotels, resulting in a generally low education level for local hotel management personnel.

(3) Opportunities Sustainable Development of Tourism Economy

With the development of China's economy, various tourism activities have become a popular choice for citizens to relax and relax. The implementation of national statutory holidays has made the working class the main force of tourism. The Tourism Culture Development Conference and International Cycling Race held in Shahe City have opened the way for the development of the tourism market, attracting tourists from all over the world. The location of The Zhonghao Hotel is very convenient, attracting tourists to come and stay.

Strong Market Demand People's living standards are getting higher and higher, no longer just satisfied with material enjoyment, but more emphasis is placed on the pursuit of spiritual enjoyment. The delicious food and excellent accommodation experience provided by The Zhonghao Hotel have left a good impression on customers. With the improvement of The Zhonghao Hotel's reputation, more and more customers are willing to come to the hotel for consumption. In order to effectively respond to the epidemic and bring certain development opportunities to the hotel, The Zhonghao Hotel is regarded as an isolated hotel, The increase in hotel occupancy rate has driven the improvement of hotel efficiency. Hotels need to continuously meet customers' pursuit of spirit and adjust their marketing strategies.

(4) Threat Intensified Local Competition

People's lives are getting better, their consumption levels are getting higher, and the local hotel industry is fiercely competitive. More and more people have more choices. Some hotels with unique decoration styles attract a large number of customers, while some specialty restaurants often attract people to consume. These have brought competitive pressure to the development of The Zhonghao Hotels. The Zhonghao Hotels can only improve their own strength to make up for their shortcomings and strive to obtain more customers.

Impact of COVID-19 The global COVID-19 epidemic has lasted for three years, which has had

an indelible impact on the economic development around the world, affecting the development of all walks of life. The Zhonghao Hotel has also been greatly impacted. People stay at home to avoid the invasion of the virus. Under the influence of the epidemic, the government requires hotels to close down and restrict the gathering of personnel. Business people also choose more video conferences, which reduces the hotel occupancy and dining activities, Increased the operating costs of the hotel.

Results

The internal strengths, weaknesses, external opportunities and threats of The Zhonghao Hotel are integrated into the SWOT analysis matrix, so as to better understand the situation of The Zhonghao Hotel and prepare for better strategy selection (as shown in Table 1).

Table 1: SWOT Analysis Matrix

	Internal factor	
External Factor	Internal advantage	Internal Weaknesses (weaknesses)
	Located on the west side of Beijing-Guangzhou Road, the transportation is convenient: the surrounding tourist routes are rich and close to the high-speed exit; There are many tourists and business people.	The management technology is not high and the management system is not standardized; The professional quality of employees needs to be improved, management talents are lacking and the quality of personnel is low.
External Opportunities (opportunities)	SO Growth Strategy	WO Strengthening Strategy
The opening of Zanshan Airport will attract more passengers, rich tourism activities and improve the city's popularity, attracting tourists from all over the world: customers pursue spiritual enjoyment and improve the hotel occupancy rate.	With the help of rich tourism activities, we can lock in some enterprise users, improve service quality and efficiency, and bring more spiritual enjoyment to customers.	Increase advertising in the airport, increase exposure: strengthen staff training, pay attention to the core needs of tourists, improve guest satisfaction; hotel decoration and renovation, organically integrate with tourism activities in Shahe City, and form the differentiation of service experience.
External Threats (threats)	ST Defense Strategy	WT Hedging Strategy
The intensification of local competition has led to the outflow of passenger flow: affected by the COVID-19 epidemic, the number of trips has decreased, and the number of people gathering activities has decreased, resulting in a decline in passenger flow.	Give full play to geographical advantages, provide exclusive shuttle service, and reduce the threat of competition;	The Zhonghao forces with other well-known brands to raise awareness: avoid the competitive threat brought by international hotels.

SO Strategy

The combination of the advantages and opportunities of The Zhonghao Hotel has formed the

hotel's SO growth strategy. The hotel's advantages include superior geographical location and sufficient customer sources, external opportunities such as the arrival of the era of mass tourism and strong market demand, which has brought abundant passenger flow to the hotel and is also conducive to seizing market opportunities.

WO Strategy

The combination of the disadvantages and opportunities of The Zhonghao Hotel forms the hotel's WO strengthening strategy. The disadvantages of the hotel are reflected in low management technology, lack of standardized management systems, and lack of management talents. The opportunities are reflected in the increasing number of customers in the hotel. Combining the disadvantages and opportunities constitutes the hotel's WO strategy, which can improve guest satisfaction, organically integrate with tourism activities, and form a differentiated service experience.

ST Strategy

The combination of the advantages and threats of The Zhonghao Hotel has formed the hotel's ST strengthening strategy. The external threats are reflected in the impact of the COVID-19 in recent years. The number of customers has declined relatively. The internal advantages are convenient transportation. The number of tourists in Shahe City has increased. The combination of threats and advantages has formed the hotel's ST strategy, which can give full play to the location advantages, create theme rooms and supporting services, and meet the special needs of customers, In order to increase sales.

WT Strategy

Combining the disadvantages and threats of The Zhonghao Hotel has formed the hotel's WT defense strategy. The hotel's disadvantages mainly lie in the need to improve the quality of management personnel, while the threat is intensified competition, which constitutes the hotel's WT strategy. The Zhonghao Hotel should collaborate with other well-known brands to improve its own reputation, avoid external threats, and promote the development of the hotel.

Based on the above analysis, The Zhonghao Hotel in Shahe City adopts an SO growth strategy, fully leveraging its strengths, seizing opportunities, overcoming weaknesses, avoiding threats, and organically combining the opportunities and advantages of The Zhonghao Hotel to summarize an effective marketing strategy for the future development of the hotel.

Discussion

Product Strategy Issues

The development of new products is not strong enough. From the evaluation of respondents, 35.5% of respondents believe that hotel products have average novelty, while 17.5% of respondents believe that hotel products have poor or very poor novelty. The hotel's products are concentrated in various products such as conference events, accommodation, catering, banquets, etc. Some innovative

products have not been effectively developed, resulting in a decline in the hotel's competitiveness. Due to the lack of unique innovative thinking, hotel products still remain in some traditional products, unable to leave a deep impression on consumers, affecting customer loyalty, and lacking core competitiveness.

The hotel's accommodation, catering, meetings, banquets, and other products with low product innovation are easily imitated. For example, hotels offer free on-site decoration and free singing and dancing performances according to the requirements of the new couple on wedding banquet products. Soon, other hotels followed suit, and some personalized decoration styles cannot show their unique advantages. Ultimately, they formed a similar business situation with other hotels, although the hotel provides some local specialty catering, But many catering enterprises in Shahe City focus on local specialty dishes, and the products provided by hotels have little advantage compared to catering enterprises.

The product service level is relatively low. From the cross analysis of respondents' experience with products and services, 54.5% of respondents believe that the service level is average or worse, indicating that there are still significant shortcomings in the hotel's product service level and further improvement is needed. For a long time, the quality of hotel service personnel is uneven, and the cultural level is not high. Most of them are high school or below. In addition, under the epidemic situation, centralized training cannot be conducted, Relying solely on employees' conscious learning is not enough, which inevitably leaves a negative impression on people when serving customers. The Zhonghao Hotel needs to find ways to improve service quality, increase investment, and strive to improve the service level of service personnel.

Pricing Strategy Issues

The pricing mechanism of the product is not flexible. From the survey, it can be seen that the pricing of hotels is recognized by the majority, but 16.5% of respondents gave relatively poor or very poor evaluations. Banquet products include wedding banquets, birthday banquets, etc., with relatively high prices, generally including on-site decoration, catering tables, performance activities, etc. These products are combined to form banquet products. Although some on-site decoration may charge a certain fee, sometimes it is only provided directly to new customers using the previous period of decoration. At this time, customers may feel a bit disadvantaged, and the pricing of other products is relatively rigid, The prices of accommodation products are basically not adjusted throughout the year.

Psychological pricing is not obvious. Some catering services are not satisfactory to customers. Even if expensive meals are ordered, everyone's evaluation is not high. Customers generally think that banquet meals are the same standard, only in form, not in substance. Customers spend high prices but fail to experience better taste, which indicates that Pricing needs to be further optimized to make customers feel worthwhile.

Differential pricing is unreasonable, and the discount given to the team is relatively small. There is no set off peak season prices. For some group travelers, the prices given to them are not significantly

different from those for individual travelers. Even if the prices are already relatively cheap, customers do not feel that they have taken advantage of them. This indicates that there are certain problems in the hotel's pricing strategy, lacking scientific analysis methods, and corresponding differences in pricing. Pricing needs to be combined with market research, Causing customers to not achieve good satisfaction.

Channel Strategy Issues

The online sales channels are not ideal. The sales channels of The Zhonghao hotel are relatively traditional, with 47.5% of respondents staying in hotels through company or government events and travel groups, and only 5% staying in hotels through online consumption, accounting for a very low proportion. This indicates that hotels need to improve their online sales channels, and the proportion of online sales channels is low due to various reasons. Although hotels have cooperated with websites such as Meituan and Ctrip, However, the booking rate is relatively low, and online promotion is not in place, attracting consumers and not responding to netizens' messages in a timely manner.

The use of new sales channels is unreasonable According to the survey and analysis of the respondents, only 10% of the respondents came from other channels, and most of the respondents checked in through some traditional channels, which means that the hotel did not make good use of new short video live broadcast platforms such as TikTok and Kwai, and the publicity and use of these channels were not enough. These channels failed to respond in a timely manner. The Zhonghao Hotel should follow the trend of the times and use more new channels, Catering to the needs of more young people.

Promotion Strategy Issues

The lack of novelty in promotional methods can be seen from the analysis of respondents. 44.5% of respondents believe that the hotel's promotional methods are average, while 7.5% of respondents have poor or very poor evaluations. Among them, enterprise staff, government and public institution staff, and self-employed individuals are the majority. The Zhonghao Hotel uses holidays and other activities to promote and attract target customers to the hotel for consumption, These promotional methods are commonly used and traditional in hotels, with limited coverage and a lack of novelty. Hotels are also suitable for advertising, often using large billboards, electronic screens, buses, etc. These traditional modes are difficult to attract high-end customers, and advertising on some online platforms and short videos is not enough. With the advent of the internet era, they have not paid enough attention to some new video platforms and lack the sensitivity of promotion.

Lack of effective public relations management. More than half of the respondents believe that the promotion methods of The Zhonghao Hotel are not highly evaluated, indicating that the relationship between The Zhonghao Hotel and customers still needs to be further strengthened. There are still shortcomings in public relations management. Due to the impact of the epidemic, the overall economic development is not ideal, market competition is more intense, and some customer relationship management is not in place, Especially in the maintenance of relationships between major and regular

customers, there are also uncertainties that affect hotel sales and hinder customer loyalty cultivation. It can be seen that public relations management plays a huge role and must be valued.

Personnel Strategy Issues

From the evaluation results of the respondents, the evaluation of service quality is relatively high. 67.5% of the respondents believe that the service quality of the hotel is good or very good, but not many respondents use other services, indicating that the hotel is not doing well in some unconventional services and needs to improve the service level. The Zhonghao Hote Hotel is located in a village far from the city center, and most of the service personnel hired are from nearby villages with low educational qualifications. Only a small proportion of hotel service personnel have a college degree or above, and some employees are not proactive in providing services. They may not take the initiative to provide assistance when seeing customers, resulting in a lazy mindset. The handling of some special services by employees is insufficient, and the hotel's service work needs further improvement and improvement.

Conclusions

"The Zhonghao Hotel Marketing Strategy" refers to a series of Marketing plan and strategies designed to enhance The Zhonghao Hotel's market share, increase customer loyalty and improve performance. The Zhonghao Hotel is a high-end hotel brand that primarily targets high-income groups and business travelers. The "The Zhonghao Hotel Marketing Strategy" usually involves steps such as market analysis, target customer analysis, marketing strategy formulation, marketing implementation, and effectiveness evaluation. Based on the analysis of the marketing strategy of The Zhonghao Hotel in the previous chapter, in order to solve these problems more pertinently, this chapter will put forward corresponding improvement suggestions, and also put forward supporting measures to ensure the effective implementation of the marketing strategy.

The Marketing Environment of The Zhonghao Hotel Is Poor

The market competition in which The Zhonghao Hotel is located is fierce, leading to a decrease in market share and intensified price competition. Because there are many other hotel brands competing in the same region, they have attracted potential customers and reduced the market share of The Zhonghao Hotels. Meanwhile, due to changes in consumer needs and preferences. If The Zhonghao hotels cannot adjust their products and services in a timely manner to meet the needs of consumers, they may lose competitiveness. Therefore, Analyze the market environment and competition situation of the hotel, understand potential market opportunities and risks, and provide data support for marketing strategy development. Understand the demographic, gender, age, preference and other characteristics of the target customers of The Zhonghao Hotel, study the customer's consumption psychology and behavior, and develop targeted marketing strategies and promotion programs based on these factors.

The Marketing Situation of Zhonghao Hotel Is Worrying

The lack of uniqueness in the brand image of Zhonghao hotels has led to a decline in recognition and competitiveness in the market. Consumer trust and recognition of hotel brands have a significant impact on the decision to choose a hotel. The unclear positioning of the Zhonghao Hotel may lead to a loss of competitive advantage. If Zhonghao hotels are unable to clearly demonstrate their unique value and positioning in the market, consumers may choose other hotel brands. Therefore, Develop marketing strategies based on multiple Marketing channel, such as digital marketing, brand marketing, online direct marketing, new media marketing and other strategies to attract potential customers and improve brand awareness and customer loyalty. Organize and execute corresponding marketing activities, such as discount promotions, traffic guidance, membership activities, providing weekend and holiday services, to improve customer satisfaction and loyalty.

Explanation of Marketing Issues for Zhonghao Hotels

Based on the above discussion, it can be seen that the problems in the marketing strategy of Zhonghao Hotel are mainly manifested in the 7P theoretical analysis, such as insufficient product innovation, unreasonable pricing, poor channel development, inappropriate promotion methods, and unreasonable personnel allocation.

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RESEARCH ON MARKETING STRATEGY OF SHENYANG YANYING REAL ESTATE DEVELOPMENT CO., LTD.

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Abstract: After decades of development, the real estate market has become increasingly mature, the supply and demand relationship in the market has been changed with the development of the market. To survive and develop in the fierce market competition, it is necessary to change the traditional business model. Yanying Real Estate Development Co., Ltd. is a professional real estate enterprise with the first-class qualification of national real estate development. This study as an example, focused on in-depth analyzed the enterprise's marketing status quo, pointed out the main problems of its existence, aimed at optimizing the marketing strategy of Yanying Real Estate Company Limited, improved the business situation of the enterprise. This study accorded to the research steps of raising problems, analyzing problems and solving problems, used 4P theory and SWOT analysis and other methods to analyze the marketing status quo and problems of Yanying real estate company, and finally gave the corresponding problem-solving strategies. From the research of this study, the following conclusions can be seen: (1) Yanying Real Estate Development Co., Ltd. marketing environment was poor and continues to improved; (2) Yanying Real Estate Development Co., Ltd. poor marketing status quo needed to be traced back to its roots; and (3) Yanying Real Estate Development Co., Ltd. had more marketing problems, which were mainly manifested in four aspects, including outdated marketing concepts, messy pricing of products, narrow product channels, and unrealistic product strategies. Therefore, improved the problem also starts from this aspect.

Keywords: Marketing Strategy, SWOT Analysis, 4P Theory, Yanying Real Estate Co., LTD.

Introduction

Motivation of the Study

In 2015, The State Council issued an important strategic decision on "three removal, one reduction and one subsidy", namely: cutting overcapacity, destocking and deleveraging; Reducing costs, shoring up weak spots, and adjusting market strategies, including cut-price sales. At the same time, competition in the real estate market should be accelerated, mergers and acquisitions should be accelerated, and the real estate market should be more concentrated; Real estate sales in first-tier cities

are growing rapidly as residential "destocking" intensified nationwide in 2016, and "purchase restriction" policies are being implemented across the country in order to avoid bubbles in the real estate market. In 2020, the global outbreak of COVID-19 brought huge marketing to the real estate industry, and the transaction volume of real estate in the first quarter was almost zero. On February 19, 2020, the central bank released the "Report on the Implementation of China's Monetary Policy in the fourth quarter of 2019", reaffirming once again that consumers should buy houses for living instead of using them as investment. The country will no longer increase the economic income of the government by raising the real estate price. The basic principle of "implementing policies based on the city" was also mentioned. In 2021, Fang spectrum real estate big data center data said that Shenyang new commercial residential transactions 11.97 million square meters, compared with 2020 12.03 million square meters reduced by 0.5%, from the overall data, in 2021 Shenyang commercial housing in the sales area, new supply area two indicators are basically flat with 2020; In 2022, the sudden epidemic once again broke the calm of Shenyang. In order to eliminate the impact of COVID-19 on the real estate industry, Shenyang continuously adjusted the real estate policy, fully released the housing purchase restriction, adjusted the exemption period of value-added tax from 5 years to 2 years, and completely exempted the property tax. Under the boost of multiple favorable policies in the real estate market, Since May, commercial residential transactions in Shenyang have seen a substantial increase, with the transaction area reaching 479,000 square meters, an increase of 172.3% compared with April. Shenyang real estate market is trying to overcome the impact of the novel coronavirus epidemic, and the trend is gradually picking up.

As an old industrial base in Northeast China and the central region of the three provinces in Northeast China, Shenyang has gradually improved its People's Daily life quality and consumption level along with the rapid development of urbanization. In recent years, as the government has increased investment, the process of urbanization and industrialization has gradually accelerated, and the rapid development of the real estate industry has also been affected. Especially during the "14th Five-Year Plan" period, the Shenyang government strengthened the regulation and control of the market, which ensured the healthy development of the real estate and also made the real estate market get rid of the past "savage growth". Into the fine development period, especially after 90 gradually formed the main group to buy a house, not only on the whole to improve the living requirements of more and more high, but also shows the trend of personalized, diversified, especially landscaping, building materials quality, home decoration design; The demand for surrounding equipment and intelligent technology is also growing. As a result, real estate companies will find it difficult to survive in the market if they fail to adjust their marketing strategies in a timely manner.

In this environment, how small and medium-sized real estate enterprises in Shenyang should face the background of frequent regulation policies of the current real estate market, the severe test of competition, as well as the economic downward pressure, comply with the requirements of The Times,

break the shackles faced by enterprises in the current supply-side structural reform, and achieve healthy and sustainable development according to the policy guidance under the new normal is the top priority of enterprise development.

Questions of the Study

As the real estate market becomes increasingly competitive in China, the marketing performance of Shenyang Yanying Real Estate Co. According to the company's internal financial data for 2022, marketing performance declined by 30%, which has a fatal impact on the business. Specific research can be seen, the current Yan Ying company's marketing strategy has certain problems, and the country's real estate marketing environment to understand there is a certain bias, not enough knowledge of their own situation, so this essay analyzes such problems, as follows:

- (1) What is the real estate marketing environment of the Yanying company?
- (2) What is the current situation of real estate marketing in Yanying company?
- (3) What are the problems of real estate marketing strategy of Yanying company?

Research Objectives

In response to the three questions posed in this study, the objectives set for this study are:

- (1) To analyze the real estate marketing environment of Eye Shadow Company.
- (2) To study the current situation of real estate marketing in eye shadow companies.
- (3) To point out the problems of real estate marketing strategy of Eye Shadow Company.

Literature Review

Marketing Strategy

Emergence and Development of Marketing Strategy

Foreign research on marketing theory is developing rapidly. The famous 4P marketing theory was put forward by Jerome McCarthy in 1960. Taking product, price, channel and promotion as the research object, it provides a relatively complete theory for marketing activities. With the fierce competition in the market environment, the 4P marketing theory was optimized, and Philip Kotler put forward the 4Ps (product, price, channel, promotion) marketing mix strategy.

In 1990, Professor Lauterbaum put forward the 4C marketing theory which takes the consumer as the center. According to the four elements of the 4Ps theory, the four aspects of consumer demand, cost, convenience and communication respectively correspond to each other. The theory believes that enterprises should put customer satisfaction in the first place. When there is a conflict between customer demand and social principles, the 4Cs also show their limitations, and the "4Rs" theory comes into being, namely relevance, response, relationship and return.

The concept of "4R" pays attention to the cultivation of customer loyalty, advocates the establishment of reciprocal, mutual help and reciprocal relationship with customers through appropriate

means, so as to make the relationship between customers and merchants closer and long-term stable, so as to form a unique market competitiveness; In 1981, Booms and Buettner took 4P as the core and added elements such as people, tangible display and process to form a 7P marketing system.

Jin (2018) proposed that in recent years, China's real estate industry has entered a new prosperous period, with various funds pouring into the real estate industry, resulting in uneven operation and management level of the real estate industry. Therefore, with the Internet economy as the background, he proposed that when the development form of the real estate industry falls into a bottleneck period, the enterprises are in urgent need of transformation and innovative development, and it is imperative to improve the core competitiveness of enterprises.

Voyer Benjamin (2022) proposed that the main factors for house buyers include location factor, structure factor and community factor; Such as neighborhood, finance, advertising and other factors, while reference groups have no significant effect on them. Baydas (2016) analyzed the impact of real estate from location, structure, surrounding competitive products, society, transportation and other aspects. When customers buy a property, the time cost of the property and the money cost of transportation play a crucial role. Parul (2017) believes that people's shopping needs will change with their age and different life cycles.

Customer Relationship Management

In western countries, as marketing promotes the development of commerce and industry, many western countries adopt the "production-oriented" business philosophy to obtain greater benefits at the cost of reducing production. However, as productivity increases, there is no longer a shortage of goods. Instead, there is a large surplus of goods and the quality of products is becoming more and more homogeneous. As a result, customers will have more choices and become more sensible. While satisfying customers' demand for product features, customers' demand for customers also tends to be personalized. In view of different markets and market needs, enterprises should fully explore and collect customer information, respond to customer requirements in the shortest time, so as to attract and retain customers and improve the company's earnings. In this environment, customers are increasingly valued by the company. Zhuhai Company gradually realized that the focus of the market should be shifted from market orientation to customer development, and efficient communication between management and customers should be carried out to enhance customer loyalty. To promote customer loyalty, it is very difficult. Customer relationship is an emerging management style that has been developed and enhanced in the operation of the company.

(1) Customer Value

At present, in Lauterpen's 4C theory: we do not have a clear standard of customer value, on this basis, put forward the concept of customer-oriented, that is, customer demand is determined by the customer, the production of products, the price of service, and communication and service with customers.

In short, customer value is the overall evaluation of the product after measuring the cost paid by the consumer and the income obtained. I believe that customer value can be divided into two aspects: the first is the enterprise's contribution to the customer, and the second is the customer's contribution to the enterprise. As this thesis is aimed at Yanying Real Estate Development Co., LTD., it focuses on the research and analysis of "benefits created by customers for the company".

(2) Customer Segmentation Theory

Customer segmentation is proposed by the famous Wendell Smith in the United States. He believes that: Customer segmentation is classified according to the characteristics and characteristics of customers. Customer segmentation is an important subject of enterprise management and development. It has methodological guiding significance for the analysis and evaluation of customers and for enterprises to better and more fully obtain the interests of customers.

4P Theory

The 4P theory was proposed by marketing research in the book Basic Marketing published in the 1960s. It effectively analyzes marketing activities and believes that the 4P is mainly the four factors affecting marketing activities, namely commodity, price, channel and promotion.

(1) Product: understand the latest technology reflects the characteristics of the product, emphasize the role of the product.

(2) Price: It is necessary to determine the specific product price according to the market.

(3) Channels: refers to the products are sold to customers in a variety of ways, rather than by manufacturers and customers for direct trade, but by distributors or agents.

(4) Promotion: Enterprises through price reduction, discount, buy one get free means to increase the sales of products, enhance consumers' purchasing power, of course, this means can not be used for a long time.

The 4P is a broad concept that is both a commodity and a system, at one level; It includes three levels: core product level, physical level and external level; Especially brand, feature, quality, and after-sales service. The price is not only the price, but also the ex-factory price, shipping price, marketing price, price concessions and so on. And marketing channel, not only marketing channel, more important is the company's marketing strategy, which includes the company's own marketing, or distribution, or only a region of marketing. And the promotion is not only the promotion itself, but also includes consumers, employees and dealers.

SWOT Analysis

SWOT analysis, also known as swot analysis, was proposed by Willick, a management professor from University of San Francisco. It is a micro-analysis tool, a thinking and analysis tool that comprehensively considers the internal and external environment faced by an enterprise. The company and its existing resources and capabilities. A SWOT analysis focuses on the strengths, weaknesses, opportunities and threats of the business. The SWOT analysis combines opportunities, threats, strengths

and weaknesses to build a two-dimensional comprehensive model. In this model, strengths and opportunities are a perfect combination, while weaknesses and opportunities coexist. Under the current situation, we should constantly recognize our own existing problems, grasp the opportunity for development, and make up for our own defects. Advantages and dangers coexist. In the face of potential external dangers, one should give full play to one's strengths. Weaknesses and dangers are the combination of business, and WT is the difficulty and danger in business. When doing business, we should try our best to avoid too much trouble in this field.

SWOT analysis is often used as a basis for strategic planning and analysis of competitors' patterns and ideas. Using SWOT method, the company can face its own resources and defects, put the actions and resources in the most opportunities and advantages of the field, realize the advantages and disadvantages of strategic planning, now SWOT analysis has been widely used in the enterprise.

Methodology

Research Methods

(1) Literature Analysis

On the basis of summarizing the conclusions of previous scholars' studies, this study uses the 4P theory and SWOT theory to conduct research, and according to the marketing status quo of Shenyang Yanying Real Estate Co. Ltd, it systematically summarizes and organizes the existing marketing theories, real estate marketing theories, marketing theories and marketing theories, etc., and lays the theoretical and methodological foundation for the writing of this study.

(2) Qualitative analysis

This study adopts the SWOT method to analyze the marketing environment of Eyeshadow Real Estate Company to summarize the new marketing strategy, the target market and the market of the market, so as to formulate the implementation plan of the marketing strategy and the implementation of the strategy to develop and implement the guidance. At the same time, 4P theory is used to analyze the current situation of marketing strategy of Shenyang Yanjing Real Estate, and to refine the market development of Shenyang Yanying Real Estate, so as to further improve the analysis and reference of marketing strategy.

Research Design and Process

This paper firstly adopts the literature review method to summarize the previous scholars' research on marketing methods and lay a preliminary research foundation; then introduces SWOT analysis to analyze the internal and external marketing environment of Shenyang Yanying Real Estate Co. and further lays a concrete situation for the research; and then introduces the 4P theory to study the current situation of the enterprise's marketing, which provides a research foundation for the analysis of the problems and the strategies proposed afterward.

Results

SWOT Analysis of the Marketing Environment

Strengths

(1) Financing and Management Advantages

Shenyang Yanying Real Estate Co., Ltd. is a famous real estate developer in Yuhong District, enjoying a high reputation in the industry. Yanying Real Estate of Shenyang relies on enterprise funds. As long as supplementary and temporary funds are provided, the project needs can be met. The source and amount of funds are easy to be guaranteed. Meanwhile, Yanying Real Estate Development Company's standardized operation system was at the forefront of the industry. Yanying Real Estate Development Company in Shenyang could reduce operating costs and control risks to a certain extent by using its own management system.

(2) Stable Product Quality

Shenyang Yanying Real Estate Development Co., Ltd. conducts unified material procurement on the basis of Yanying, and has stable suppliers in the design of building materials, decoration materials and drawings. At the same time, Yanying has a long-term cooperative relationship with Fang Lin Decoration and other companies in Shenyang. These suppliers have been selected through years of cooperation, with supply capacity and stability of quality assurance. Shenyang Yanying Real Estate Development Co., Ltd. occupies the absolute upper hand in the market competition.

(3) Controllable Property Services

Yanying has its own property management company with high quality property qualifications and rich service experience, which has been well received by customers during years of business activities. The projects of Yanying Shenyang Real Estate Development Co., Ltd. were also entrusted to its subordinate property management companies. The project ensured the quality and control of the project through the comprehensive operation mode of "development-sale-real estate", and at the same time, the owners' opinions could be transmitted to Yanying Shenyang Real Estate Development Company in a timely manner, so as to promote the sales of Yanying Shenyang Real Estate Development Company.

(4) Abundant Land Reserves

Compared with other indoor jurisdictions, Yuhong District has a relatively rich land reserve and is the key development area of Shenyang Yanying Real Estate Co., LTD. It has cooperated with the government for many times to develop the Beicheng District real estate project. It has relatively sufficient land resources and a reputation for honest and high-quality management.

Weaknesses

(1) Product Features are not Prominent Enough

Yanying Shenyang Real Estate Development has always been the selling point of value for money, the decoration style is relatively simple, and some of the real estate is just some small units.

However, due to the change of housing structure, health real estate, education real estate and other real estate with special functions, consumers' requirements for residential decoration are increasingly diversified. Unlike China Shipping Shenyang Group, which focuses on medical care and security, and Shenyang Yanying Real Estate Development Co., Ltd. of Longfor Shenyang Group, which focuses on upscale villa areas, their brand features are not obvious, resulting in unclear brand positioning of the company by customers; And lack of focus in promotion.

(2) The Way of Real Estate Marketing is Backward

Yanying Shenyang Real Estate Development Company relies on its own marketing team to do real estate marketing, and its marketing means are also carried out in the form of land marketing + sales office. Such a marketing mode not only costs huge human and material resources, but also reduces the marketing effect. In addition, due to the lack of close relationship between Yanying Real Estate Development in Shenyang and its agents, the marketing and promotion of new real estate were restricted to some extent. The application of Shenyang Yanying real estate development in online marketing is relatively shallow, mostly pure display, but for those young people who have been accustomed to the Internet, they pay more attention to interaction and interest. The weak link in marketing means makes Shenyang Yanying Real Estate Development Co., Ltd. lag behind its rivals in the fierce market, losing the young consumers who are gradually growing into the main buyers.

Opportunities

(1) Housing Demand in Shenyang Continues to Grow

First of all, the urbanization of Shenyang continues to be stable, and the rural residents continue to transfer to cities. Shenyang will also continue to relax the household registration to absorb outstanding young people from all over the country. The large number of new residents in Shenyang will continue to increase the demand for new housing. In addition, due to the "three-child policy" and the improvement of people's living standards, more people will buy a second house in order to improve their own needs, thus entering the property market in Shenyang. Fourth, the vast area of Shenyang, the development of different regions is not balanced, its children's education, employment, medical and other reasons; Even for leisure and other considerations, there is a new desire and motivation to buy. The housing demand in Shenyang will continue to increase in the coming period of time, which is a good development opportunity for real estate enterprises such as Shenyang Yanying Real Estate Development Company.

(2) The Housing Price in Shenyang has a Large Upward Space

Shenyang's housing price has always been at a low end among major provincial capitals, and it used to be a "housing price depression". With the rise of Shenyang, the economic activities of the whole city gradually recovered, and its economic growth also showed a trend of bottoming out. Driven by the new and old, Shenyang has gradually turned to the third industry with high added value. In the current economic environment, Shenyang, the provincial capital of the "new first-tier", will inevitably bring

more population influx, and the housing price will continue to rise. And the unfavorable factors of the "housing price depression" in the past will also be transformed into a larger space for the rise of land price, thus providing new opportunities for Yanying real estate and other real estate enterprises to develop in the local market.

(3) Opportunities Brought by new Technologies

In recent years, with the rise of green building materials, technological decoration, smart home and other new technologies, Shenyang Yanying Real Estate Development Co., Ltd. has created broad development opportunities for the new products. In addition, with the continuous development of digital technologies such as the Internet, big data and artificial intelligence, the real estate market has also ushered in a new development period. With the development of new technologies, traditional marketing methods are more effective and accurate. The emergence of online platforms such as Weibo, Douyin and Kuaishou, as well as new marketing methods such as "fan marketing", "personalized marketing" and "circle culture marketing" provide new opportunities for the development of the whole real estate market.

Conclusions

Poor Marketing Environment at Yanying Real Estate Co., Ltd.

It can be seen from the general situation and SWOT analysis of Shenyang Yanying Real Estate Co. It does not have much say in land saving, operation process, etc. It is more of a compliance and has little room for improvement. However, Shenyang's housing market demand and price composition are characterized by regionalization. Therefore, Shenyang Yanying Real Estate Development Co., Ltd. can take this as an opportunity to use it as an experimental area for innovation, actively seize external opportunities, develop and renovate housing, and promote new technologies in order to achieve the purpose of improving the marketing environment.

The Current State of Marketing at Shenyang Yanying Real Estate Co., Ltd. is a Concern

Using 4P marketing theory and relationship marketing theory, this study analyzed the main problems existing in Yanying's marketing strategy from the aspects of product, price, channel and promotion, and found that the company's product positioning was inaccurate and its competitiveness was poor. Unscientific price setting; The channel strategy is not perfect and the promotion strategy is not scientific. So as to further clarify the improvement direction of marketing strategy of Shenyang Yanying Real Estate Co., LTD.

Therefore, this study according to the existing problems in Yanying Real Estate's marketing strategy and the actual development situation, this study puts forward suggestions on optimizing product strategy, formulating standardized price strategy, adopting diversified channel strategy and adopting "combination" promotion strategy to optimize Yanying Real Estate Co., LTD's marketing strategy. Specific implementation methods include taking brand value as the guide to make product publicity;

Optimize product differentiation strategy; Provide the whole process of quality service;

Enrich the product connotation in advertising; Follow standard pricing procedures; Adjust prices according to the dynamics of consumer psychology; Correctly guide public opinion to stabilize product prices; Optimize offline channels and expand online channels; Launch a diversified promotion mix; Attract similar customers through crossover promotion; Explore the value of residents through relationship promotion and realize precise promotion through digitalization.

Recommendations

Shenyang Yanying Real Estate Development Company is mature in the early stage of marketing, so it can make full use of the favorable market environment of Shenyang City for market planning. However, the development of local real estate enterprises has become saturated and fierce competition has led to Yanying's need to keep up with the development of The Times and accurately grasp the needs of the market and customers. Formulating reasonable and feasible marketing strategies can not only improve marketing performance, but also maximize profits and establish a good corporate image, thus laying a solid foundation for Yanying real Estate Development Company in Shenyang.

However, due to my lack of work experience, I did not have an in-depth understanding of all aspects in this investigation and research. Due to the epidemic and other reasons, the field investigation is not enough, and I will improve it in the future investigation and research.

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RESEARCH ON MARKETING STRATEGY OF VR EQUIPMENT IN A COMPANY

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Abstract: In recent years, the market has seen a massive influx of startups, but many of them fail within three years. These startups, also known as the “nine deaths,” generally suffer from limited capital reserves, lack of product or service competitiveness, talent shortage, and weak marketing. Company A, a marketing-driven technology company operating in the cutting-edge metaverse industry, is currently in an unstable state of survival and faces the same issues as all startups. To address these issues, this paper delved into extensive literature to identify suitable marketing theories and methods such as Porter’s five forces model. Additionally, the author conducted in-depth interviews with the general manager of Company A, key figures of Party A units, and industry key account sales managers. By analyzing the macro environment, industry situation, and the status of Company A using classical theoretical models, the paper found that the general environment is favorable for its generative development. However, the company still faces pressure from market giants and competition from similar companies, leading to problems such as insufficient superior products and services, zero channel construction, numerous substitutes, and insufficient bargaining power. Finally, the paper used the STP model to segment the industry market and determine Company A's target market and precise market positioning. The author recommended that Company A focus on custom software development, such as experimental-level visual simulation, digital factory, and industry-specific virtual simulation training. The paper also suggested clear implementation strategies for Company A, using the 7Ps theory: (1) focus on strengthening the tangible display and marketing process link; (2) refine functional modules to abstract industry solutions during product creation; (3) price the products competitively to gain customer recognition and trust; and (4) temporarily avoid building channels but use a multi-company cooperation model.

Keywords: Startups, Marketing, Business Models, STP, 7Ps

Introduction

Research Questions

For now, many experts and scholars in marketing research, most of them will choose some

relatively mature large enterprises to study, after all, mature large enterprises data is relatively comprehensive and easy to collect; but mature enterprises whose organizational structure is complete, mature technical product services, stable customer base, sufficient funds, so the ability to resist risk is stronger, and marketing research for such companies may only be a "icing on the cake". The findings of such marketing research may not be particularly suitable for startups, because the most critical thing for startups, especially for companies similar to Company A studied in this paper, is the marketing issue, which directly determines the question of the company's survival or death. By choosing Company A as the subject of this paper, and by studying it, we hope to achieve the following theoretical values.

(1) To provide a practical reference for the marketing strategies of startups in the torturous survival stage, so that many startups can survive.

(2) For companies like Company A that provide personalized solution services, their marketing strategies are different from those of traditional companies that provide products, and through the study of this paper, we also hope to provide a research reference for the marketing strategies of companies that provide personalized solution services.

Finally, we also hope that the marketing study of Company A can provide a reference for many startups companies with tight capital, incomplete organizational structure, and incomplete staff roles to run their businesses.

Scope of the Study

The research focuses specifically on small startups that face substantial challenges in establishing themselves and gaining a foothold in competitive markets. Unlike large, mature companies, startups typically have limited resources, undefined organizational structures, and minimal staffing. They are in a precarious survival stage where identifying opportunities for growth and developing effective strategies are critical.

This study aims to address the unique difficulties encountered by startups in their marketing efforts. By examining an early-stage startup in the technology industry, Company A, the research explores tailored marketing strategies for overcoming obstacles faced by startups and driving business development. The findings will provide practical guidance not just for companies offering personalized solutions but for various startups seeking to thrive in competitive markets.

Company A, the subject of this case study, is a startup that provides personalized solution services. The research investigates Company A's current operations and marketing situation in depth, as startups in this field have distinct needs compared to traditional product-based companies. An in-depth analysis of Company A's environment, including macro, industry, and customer factors, will identify key opportunities and threats. The study then develops a growth strategy and marketing plan customized to Company A's requirements based on these findings.

This research acknowledges the significant impacts of emerging technologies like AI, VR, and AR on startups and their marketing strategies. The rapid development and spread of advanced

technologies create both opportunities and challenges for startups looking to establish a competitive advantage. The study examines how an early-stage startup like Company A can leverage new technologies to extend its reach, better serve customers, and enhance its product and service offerings.

The primary objective of this study is to provide startups with practical recommendations and actionable insights for developing and implementing effective marketing strategies, especially during the difficult survival stage. Although the research focuses on a single case study, Company A, the lessons drawn and strategic framework proposed will have meaningful applications for various startups facing similar circumstances. The findings offer guidance for startups to overcome obstacles, gain traction in competitive markets, and set a course for sustainable growth.

Finally, the scope of analysis in this study encompasses Company A's broad marketing environment, including macro, industry, and customer factors. A PEST analysis of the macro environment examines key political, economic, social, and technological issues influencing the industry. Porter's Five Forces analysis assesses the competitive dynamics of the industry environment. Customer analysis identifies key segments and unmet needs in the market. Together, these analyses shape a robust marketing strategy tailored to Company A's unique situation.

The expanded discussion provides more depth and detail on the scope and objectives of the study. The next chapter will conduct an in-depth analysis of Company A's marketing environment based on this revised scope. Please let me know if you would like me to clarify or expand on any additional aspects of the scope.

Definition of Terms

Definition of Startups

It is generally accepted that startups are small, short-lived, unprofitable and highly uncertain - in the words of the book *The Lean Startup*, "an organisation that innovates a product or service in a highly uncertain situation". Regardless of whether a company is large or small, long or short, it can be defined as a startup as long as its business model is undefined, its target market is unclear and its products or services are immature. Company A in this paper is a typical company with an undefined target market, an ambiguous business model, no mature products or services, and a weak profitability and resistance to market risks.

Definition of Marketing

Marketing is the activity, process and system of communicating, communicating, creating and exchanging products that bring value to partners, clients, customers and society as a whole. Marketing is usually a business activity, which is a purposeful and conscious act of a company. The essence of marketing is to identify and satisfy human and social needs, i.e. to create value for customers by identifying consumer needs and satisfying them, and in doing so, to obtain customer rewards. The marketing of Company A studied in this paper refers to its business development process by sorting out and summarising the macro and micro environment, finding a small space suitable for its development

from the vast market space and stimulating competition, and then analysing the right strategy for Company A with the 7Ps theory.

Organization of the Study

Company "A" is a technology-driven product development company whose business areas include the construction of virtual reality content platforms and the development of virtual reality terminals. Therefore, this paper takes Le Phase as an example to explore its business environment and marketing strategy. In the present day when the fifth generation mobile communication technology is about to be popularized on a large scale, how to use marketing to promote the advanced technology-based company in this fierce market competition, show the brand strength, give full play to the company's advantages, and increase the market share of the product is the key to the success of the company's marketing. Only successful marketing, in order to be invincible in the competition, in order to make the enterprise long-term sustainable development. In the VR market, in the face of Microsoft Google, Facebook and other well-known large corporate products hit the market, as well as the emerging domestic many more cost-effective enterprises to compete with, how to make our products in the fierce market foothold, how to use strategic marketing a share of the pie, to create a set of marketing system can be profitable is a top priority. Although the virtual reality industry is in a booming stage, Company A is facing fierce competition from similar-sized startups and squeezed by industry giants, and its survival situation is extremely severe. Moreover, as a startup, Company A has many internal management and marketing problems, such as single marketing and promotion channel, unstable cash flow and lack of corporate culture building, etc. Company A faces many macro and micro problems, which seriously restrict the survival and sustainable development of the company. The company's shareholders and executives are very concerned about this issue and expect a good solution to solve this marketing problem.

Research Objectives

At present, small and medium-sized enterprises play an extremely important role in creating employment and solid economic growth, and are of key importance to economic and social development. However, startups face many practical problems in the process of production and development. This paper summarizes effective solutions to Company A's marketing strategy by conducting a comprehensive analysis of its operation, current marketing situation and marketing environment in order to achieve the following research objectives.

(1) Analyze the basic situation of Company A and its current marketing situation, identify its re-marketing problems, and sort out the most central crux.

(2) Analyze the marketing environment of Company A and sort out the current environmental situation to be faced by Company A in terms of macro environment, industry environment and customer situation.

(3) Develop an effective and executable marketing strategy for Company A to expand Company A's sales funnel, improve customer satisfaction, and enhance the company's cash flow, thus allowing it to enhance its advantages in the midst of stimulating competition and successfully emerge from the generation period.

Literature Review

Marketing activities, through the study of customers' needs and analysis of their desires, rationally transform the business activities of the company in order to maximize the satisfaction of customers' needs and desires (Huang, 2017). Hypothesized by research the characteristics of each stage of marketing, especially in the early 21st century, the marketing stage is not only includes internal marketing and relationship marketing, but also includes integrated marketing and social responsibility (Kotler, 2012). Hypothesized by research used a novel systems research approach in the methodological study of marketing. He emphasized that there is a binding and counterforce relationship between the corporate system and the larger social system, which means that the systems research method can be used to study the relationship between the external system and the corporate system, so that marketing activities can seek out a reasonable situation between these two systems and guarantee their successful implementation (Yoo, 2017). In improving the marketing conversion rate, the method of information display boards to the actual environment of marketing (Timothy, 2016), which was first applied in the study of information processing models in the laboratory environment, and Timothy J. Gilbride innovated cross-border grafting to build an analytical model of marketing management, which facilitates the enterprise to whom in 2011 proposed that marketing is divided into three phases, in terms of sequence, the research period, the implementation period and the feedback period.

A research proposed that product differentiation strategy can be innovated at the level of product appearance and internal functions to achieve a sufficient degree of differentiation from competing products, thus achieving enhanced product irreplaceability. At the same time, due to the differentiated positioning, it is also naturally more able to meet the needs of targeted consumers and achieve the strengthening of consumer loyalty. Finally, if we can continuously innovate and iterate our own products, then even if competing manufacturers copy their own products again, that is half a step too late, and the advantages of our own products become more and more obvious (Christian, 2015). Through a compilation of the literature, found that consumers' own emotions in the process of continuous interaction with the company will enhance the emotional cognitive evaluation of the customer experience (Philip, 2013).

A research redefined and designed the way of thinking about marketing in experiential marketing, emphasizing the participation model of experiential marketing, which allows consumers to have an entertaining, educational, world following and aesthetic experience (Li, 2013). Hypothesized by research pointed out in a marketing publication that in the new era of universal entrepreneurship, if

startups want to stand under the merits of their predecessors and survive in the battlefield of later generations, marketing is the best way to open up the frontier weapons, and also put forward the three steps of marketing, namely 1) assessing the strength of the enterprise and recognizing the competitive environment; 2) selecting the target market and concentrating superior resources; 3) establishing corporate culture and marketing without going astray (Liu, 2018).

To sum up, the marketing strategy of a startup company needs to be integrated from various aspects and needs to be developed by combining a variety of classical marketing theories and new technologies and media.

Methodology

Research Design

The research design employed in this analysis of Company A's marketing situation consists of a case study approach, utilizing qualitative data collection methods such as interviews, document analysis, and observation. The research is structured around Porter's Five Forces and the 7Ps marketing mix framework, which allows for a comprehensive examination of the company's current marketing situation.

Case Description

Company A is a technology firm specializing in data visualization, virtual training simulation, and virtual design verification applications. The company does not have any mature off-the-shelf products and mainly provides customized system solutions and implementation services. The case study provides an in-depth analysis of Company A's marketing situation, including product status, positioning, pricing, channels, market status, and other marketing factors.

Introduction of Company A

Founded in March 2020, Company A is a technology company focusing on data visualization, virtual training simulation and virtual design verification applications. A company has no mature shelf products at this stage, but mainly provides customized system solutions and implementation services.

A Company Human Resources Situation

Company A's human resources are divided into full-time, part-time and internship, of which there are 6 full-time employees, 3 in management and 3 in staff. All of the full-time employees have a bachelor's degree and 5 employees have more than 7 years of work experience, with an average age of 31, which is a relatively young team.

From the above table, we can see that the company does not have professional marketing, UI design, technical art and testing staff, now some of the work in the project are related to the staff to be part-time, but for the more demanding tasks, the part-time situation can not make the work content to give professional results.

Table1: List of Employee Configurations and Role Configurations Data Source

Serial No.	People	Main Roles	Supporting Roles	Skill Weaknesses
1	Shareholder A	Company Operations & Sales	Project Management	Sales
2	Shareholder B	Technical Manager & Project Management	UI Design	UI Design
3	Shareholder C	Sales	Project Management & UI Design	Sales & UI Design
4	Employee D	Software Development	Technical Art	Technical Art
5	Employee E	Software Development	Technical Art	Technical Art
6	Staff F	Three-Dimensional Modeling	Technical Art & UI Design	Technical Art & UI Design

A Company Operation

In terms of office hardware, Company A is equipped with a set of high performance workstations for each person to meet their work needs, and two high performance laptops for outbound project presentations and demonstrations. For VR business, the company now has one each of HTC VIVE Pro, Piconeo and NOLOX1, which can be used for VR project presentation and development. However, the office space is now limited by the size of the office, VR equipment does not have aesthetics in the deployment, while not configuring dual monitors for each developer, the work efficiency has a certain impact.

Data Collection and Analysis

Data collection for this case study involved interviews with the general manager of Company A, the head of Party A, and key account managers in the industry. Interview data were supplemented with information from company documents and observations of the company's operations. The collected data were analyzed using thematic analysis, which allowed for the identification of key marketing challenges and opportunities for Company A. Also analyse the marketing strategy of company A and the use of Marketing strategy of company A based on 7Ps theory.

Validity and Reliability

To ensure the validity and reliability of the research findings, multiple data sources were triangulated, including interviews, company documents, and observations. This allowed for a comprehensive understanding of the company's marketing situation and the identification of consistent patterns and themes. Moreover, the research design followed a systematic approach, adhering to the principles of transparency, credibility, and transferability.

Ethical Considerations

In conducting this research, ethical considerations were taken into account. Interview participants were informed about the purpose of the study, and their consent was obtained before data collection commenced. Confidentiality was maintained by anonymizing the participants and ensuring that sensitive company information was not disclosed in the research findings

Summary

This research presents an in-depth analysis of Company A's marketing situation, identifying key challenges and opportunities for the company. The findings indicate that the company faces marketing issues such as high marketing costs, lack of marketing talent, limited marketing display content, word-of-mouth marketing dilemma, and difficulties in channel management. By addressing these challenges, Company A can improve its marketing strategy and enhance its competitive position in the market.

Results

Introduction

This chapter delves deeper into the findings derived from the interview survey method employed to identify marketing problems encountered by Company A. The data collected from the interviews are thoroughly analyzed, and the themes that emerged from this analysis are explored. Furthermore, this chapter discusses the implications of these themes in the context of Company A's marketing environment, based on Porter's Five Forces model.

Marketing Challenges

Company A faces a multitude of marketing challenges that hinder its ability to effectively promote its services and reach potential customers. Some of these challenges include:

Excessive marketing costs: The high costs associated with both online and offline marketing activities result in minimal return on investment, as the nature of Company A's services does not allow for easy conversion of advertising efforts into actual sales.

Lack of marketing talent: The absence of skilled marketing professionals within the company, coupled with the difficulty of finding suitable candidates through conventional recruitment methods, significantly hampers the company's marketing efforts.

Limited marketing display content: Company A's relatively short existence and limited project portfolio make it challenging to showcase the full extent of its capabilities and successfully impress potential clients.

Word-of-mouth marketing dilemma: Despite the company's focus on delivering high-quality projects, generating referrals and positive word-of-mouth proves difficult, as clients may be reluctant to share their success stories with potential competitors.

Difficulties in channel management: The highly customized nature of Company A's solutions prevents the development of effective marketing channels, as the company cannot provide standardized product information or training to potential partners.

Human Resources and Product Limitations

The current human resources situation in Company A reveals a lack of skilled employees and incomplete role configurations. This inadequacy negatively impacts the company's ability to execute

projects and grow in the long term. Additionally, the absence of mature products in Company A's portfolio restricts its ability to demonstrate its full potential to prospective clients, which further exacerbates its marketing challenges.

Competitive Environment

An in-depth analysis of Company A's marketing environment uncovers various aspects of the competitive landscape, including:

Competition from existing companies: Although Company A faces competition from well-established industry players, the market's current size and novelty still offer some room for survival.

Competition from potential rivals: Despite the high barriers to entry in Company A's industry, the company must remain vigilant of potential competitors, especially as the market matures and becomes more attractive to larger organizations.

Threat of substitutes: While the highly customized nature of Company A's solutions reduces the threat of substitution, it is essential for the company to continuously innovate and stay ahead of potential technological disruptions.

Bargaining power of customers: Due to the non-essential nature of Company A's services and the presence of multiple competitors, customers possess significant bargaining power, which may result in price pressure and reduced profitability.

Bargaining power of suppliers: Company A's dependence on various types of suppliers (e.g., software, hardware, and services) affects its ability to negotiate favorable terms and control operational costs.

Target and Market Positioning

STP is a theory for determining target markets and positioning, and is also commonly used in the analysis of a company's marketing strategy. For startups in the midst of fierce competition, they especially need to define their target market and accurate positioning before formulating their marketing strategies, without which there is no effective marketing strategy. Among the Internet giants, Meituan, Jieyin and Jindo also adopted the STP theory to select their target market and determine their positioning at the startups stage, which laid the foundation for their later success. Similarly, for Company A in the virtual reality industry, which markets are suitable for itself and what role it should play in these suitable markets is very important for the formulation of Company A's marketing strategy.

Discussion

The marketing challenges faced by Company A underscore the need for a comprehensive marketing strategy that effectively addresses these issues. The company should invest in developing its marketing capabilities, either by hiring skilled marketing professionals or by providing targeted training to existing employees. This would enable Company A to optimize its marketing budget and improve its return on investment.

Additionally, the company should focus on building a more robust project portfolio to better showcase its capabilities to potential clients. This may involve seeking strategic partnerships, investing in research and development, or pursuing non-confidential projects that can be openly shared with prospective customers.

Finally, the competitive environment analysis highlights the importance of continuous innovation and adaptation for Company A to remain relevant in the industry. The company should closely monitor market trends, potential competitors, and technological advancements to stay ahead of the curve. This proactive approach will help Company A identify new opportunities and mitigate potential threats in its competitive environment.

Moreover, Company A should consider exploring alternative pricing strategies and value propositions to counter the high bargaining power of customers. This might include offering bundled solutions, flexible pricing options, or emphasizing the long-term benefits and cost savings provided by their services.

In terms of supplier relationships, Company A should invest in building stronger connections with key suppliers, exploring alternative sources for essential materials, and leveraging economies of scale to negotiate better terms. This will help the company reduce its dependency on individual suppliers and improve its cost structure.

The discussion presented in this chapter provides valuable insights and direction for Company A in developing and implementing an effective marketing strategy. By addressing the marketing challenges, human resources and product limitations, and understanding the competitive environment, Company A can enhance its market position and achieve sustainable growth.

Conclusions

In this comprehensive analysis of Company A's marketing strategy, we delved into various critical aspects that contribute to the company's growth and development. These aspects encompassed product strategy, human resources strategy, marketing process strategy, and tangible display optimization. The researcher established that for a successful marketing strategy, it is imperative to implement effective security measures. Consequently, we explored these measures through the lenses of system establishment, talent acquisition, and financial safeguards. The researcher discovered that the establishment of a robust corporate culture, an efficient project management system, and a well-structured compensation system is vital to providing a stable foundation for Company A's operations. Additionally, we emphasized the importance of attracting skilled sales partners, nurturing professional project managers, and training technical staff to facilitate the effective execution of the marketing strategy. Lastly, we highlighted the significance of securing financial stability through contract payments and bank loans to provide the necessary resources for the company's marketing activities.

To ensure the smooth implementation of Company A's marketing strategy, we propose the

following in-depth recommendations:

1. Foster a strong corporate culture that aligns with the company's vision and values by encouraging open communication, collaboration, and innovation. This will create a sense of belonging and motivation among employees, leading to higher levels of productivity and job satisfaction.

2. Establish a comprehensive project management system that not only streamlines processes and encourages efficiency but also integrates continuous improvement methodologies such as Agile or Lean. This approach will support the parallel execution of multiple projects and facilitate the company's adaptability to the ever-changing business environment.

3. Implement a competitive and transparent compensation system that combines a low base salary with high project commissions, as well as additional performance-based incentives. This structure will motivate employees to contribute to the company's success and foster a culture of continuous improvement and excellence.

4. Attract and retain skilled sales partners by offering attractive compensation packages, professional development opportunities, and a supportive work environment. Invest in their growth through regular training and mentorship programs, creating a strong sales team capable of driving the company's marketing efforts.

5. Provide ongoing training and development opportunities for project managers and technical staff, emphasizing both technical skills and soft skills such as leadership, communication, and problem-solving. This holistic approach will enhance their capabilities, ensuring a high level of expertise in executing the marketing strategy and contributing to the company's overall success.

6. Secure financial stability by negotiating favorable contract payment terms, implementing efficient payment collection processes, and exploring diverse financing options such as bank loans, grants, or crowdfunding campaigns. This financial security will enable the company to invest in essential marketing activities and sustain its growth in the long term.

By addressing these recommendations, Company A can build a solid foundation for its marketing strategy, ensuring its effective implementation and, ultimately, leading to the company's sustainable growth and success in the industry. This approach will also create a competitive advantage for the company, positioning it as a leader in its market segment.

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DISCUSSION ON THE CURRENT SITUATION AND DEVELOPMENT TRENDS OF ENTERPRISE SUPPLY CHAIN MANAGEMENT

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Abstract: At present, the connections between countries around the world are generally strengthened, and the frequency of economic and trade exchanges between countries is gradually increasing. The economic and trade competition environment faced by small and medium-sized enterprises has undergone significant changes, and trade competition is moving towards internationalization. Supply chain management, as a new type of enterprise management model, has had a long development history in China, roughly going through the initial logistics management stage, value added chain stage, and now the network information chain stage. The research focus of enterprise supply chain management includes an integrated supply chain system composed of multiple aspects such as strategy research and inventory research. The development trend of supply chain management is towards green and environmentally friendly development, with greater development space obtained through network virtualization. Under the rapid expansion of e-commerce, the demand for logistics in society has also grown rapidly, leading to the emergence of many logistics companies and making the entire logistics market even more turbulent. In the competition, the decisive factor for the survival and development of logistics services is the quality of their supply chain management services. The significance of this element has been discovered and valued by many logistics companies, who have attempted to improve their supply chain management services in certain ways. However, in order to achieve practical improvement, companies need to have a correct grasp of their own logistics service status. Therefore, evaluating the quality of supply chain management services has become a crucial issue. It is in this context that this article evaluates the quality of supply chain management services for M Enterprise based on its actual situation, and then provides targeted optimization suggestions.

Keywords: Enterprise, Supply Chain Management, Research Focus, Development Trends

Introduction

The so-called supply chain refers to the chain of factor flow and fund flow between economic entities involved in the entire process of enterprise production and product consumption. With the popularization and application of modern network information technology, the organizational form of

the supply chain has shifted from traditional to innovative, and the management mode of the supply chain is also moving towards modernization and informatization. Supply chain management is based on the demand of the consumer market as the basic direction, and the management process pursues efficiency and low cost. At the same time, the basic goal is to promote sustainable development of enterprises, combined with modern advanced science and technology, comprehensive logistics management and the coordination of other production factors, to form an integrated management organizational structure and efficient management mode.

Research Background

The continuous improvement of global integration forces enterprises to continuously improve their supply chain management level. In order to achieve better development, enterprises must enhance their supply chain management capabilities, which is already a key need for internal control. Indicators such as warehouse turnover rate, raw material delivery rate, order delivery rate, inventory level, etc. can effectively demonstrate the reasonable and effective level of the process. At the same time, in the process of continuous expansion of enterprises, the output of products is becoming increasingly rich, and the operation of the supply chain is related to the health of the enterprise. Moreover, at a strategic level, the improvement of supply chain management can promote enterprises to save funds, reduce costs, and enhance their competitiveness. The satisfaction of supply chain management services is particularly important in supply chain management. How to start from the customer's perspective and satisfy customers with the quality of supply chain management services in enterprises is currently a problem that enterprises urgently need to pay attention to.

In recent years, China's e-commerce industry has achieved unprecedented growth and has penetrated into various aspects of society, reshaping people's ways of dealing, living, and working. As an emerging industry, the logistics industry has also achieved rapid growth and remarkable progress in recent times. After the introduction of supply chain logistics management into this industry, it can bring about an increase in the efficiency of primary logistics operations, a reduction in various costs, an improvement in service quality, and thus an undeniable competitive advantage. Therefore, more and more companies are putting supply chain management improvement on the agenda. The number of companies that have found that logistics management can bring experience and performance improvement motivation is constantly increasing. Especially for supply chain management in the logistics industry, the logistics industry has gradually moved from the traditional model of providing intermediate services such as processing, transportation, packaging, loading and unloading, warehousing, and distribution to a more diversified business path. Among them, the various links surrounding the product after leaving the workshop, namely factory packaging - distribution - warehousing - loading and unloading - processing - distribution, have been added to the post logistics service end business. The core involves recycling, network deployment, debugging, maintenance, etc., which has become a unique feature of M Enterprise's supply chain and a unique scene of its daily

operation and management.

Basic Connotation

With numerous scholars and experts at home and abroad conducting detailed analysis and research on supply chain management, we may have a certain understanding of the basic connotation of supply chain management.

Firstly, there is a certain impact on production costs, as well as the related links that can have a certain impact on customer satisfaction, can be considered an important part of supply chain management. From product manufacturing to product supply, to logistics delivery, and ultimately to retail points, all the links involved are fundamental elements of supply chain management. Secondly, supply chain management is essentially the operational efficiency and success of the entire supply system. Cost effective management. Finally, supply chain management revolves around numerous production factor participants and requires integrated management. All activities from the enterprise operation management level to the grassroots business level are the basic content of supply chain management. Therefore, supply chain management is a method that can centralize the management of numerous production participants and economic entities. This centralized management method can reasonably manage the production quantity and the selection of product sales locations, provide the highest quality services, and minimize production and logistics costs as much as possible, achieving maximum benefits.

Research Objectives

Firstly, the core objective of this study is to improve the quality of supply chain management services, thereby enhancing the stickiness between customers and enterprises and improving customer satisfaction. Make tangible improvements to every service link in the supply chain, thereby significantly reducing the customer churn rate of supply chain enterprises.

Second, this study can give enterprises the perspective of customer satisfaction feedback, surface the problems hidden under the surface, and enable enterprises to Prediction market and respond to customer feedback problems, thus improving service quality in a timely manner. Not only has it reduced the operational consumption of enterprises, but it has also promoted the growth of the entire supply chain.

Thirdly, this study can have a positive impact on optimizing management capabilities for enterprises. The essence of improving the supply chain lies in improving enterprise processes, making enterprise management processes more scientific and practical, and achieving overall growth in enterprise management capabilities. And this improvement can also make information management more systematic and standardized, leading to the emergence of new and effective operational management methods.

Literature Review

Current Research Status Abroad

Esmacili et al. (2018) selected the perspective as the supply chain level and proposed that the supply chain can be divided into two levels, emphasizing the coordination and sharing of information related to retailer services and product lead times, which are extremely important matters. Dimitra (2022) fixed his perspective on the world and stated that as an extremely complex business network, the management and optimization of smart supply chains must be at the global level. Schalteger (2014) summarized the connotation of supply chain management based on existing findings and actual analysis of the company, identified the essence of supply chain and supply chain management, and compared the links between supply chain and logistics chain. Identify similarities and differences, and propose the basic standards that supply chain management should adhere to. Professor Michael Porter (2005), a famous American scholar, once said that "any company is a collection of activities in the process of designing, producing, selling, distributing and assisting its products". This summary highlights the source of enterprise value creation, which is a series of activities. Furthermore, we can assert that a company's competitiveness stems from the overall advantage of its value chain, that is, it is not the value of a single link in the chain, but the sum of the values of each link in the entire value chain, which is the cornerstone of the company's competitiveness. Gaiardel et al. (2007) explored from a company's perspective and established a pyramid evaluation model to describe service levels, linking the performance of service personnel to the company's overall strategic indicators. Ahmad (2019) introduced the SERVQUAL model in his study on the relationship between service quality expectations of substitute driving service providers and customers. The analysis results confirmed that the reactions, empathy, tangibility, assurance, and reliability in the model can significantly affect customer satisfaction.

Current Research Status in China

Tian (2020) used the traditional supply chain management model as a reference, sorted out the shortcomings contained in it through comparative analysis, and based on the social development situation in the new era, explored how current companies should improve their supply chain management from the perspectives of collaboration, technology, and ideology. Yang (2020), Zhang et al. (2020) explored supply chain management and its operational models, emphasizing that on the one hand, the analysis and practice of supply chain management methods and technologies must be guided by correct management theories, namely supply chain management principles. On the other hand, for the operation mode of supply chain systems, reverse pull is the most common, while order driven mode has great exploration potential. However, regardless of which mode is used, the most direct measure of its effectiveness is customer satisfaction. Bai et al. (2022) summarized the recent growth of supply chain management based on relevant theories and existing research on supply chain and summarized the supply chain management issues that have emerged with the development of Chinese society. Then,

closely following the current situation and trends of Chinese society, they proposed certain insights on the connection between supply chain management and enterprise competition, and pointed out the weak links in management. Furthermore, corresponding countermeasures were provided. Tang (2020) and Ye (2022) also use existing theories of supply chain management as the cornerstone of their research, and on the basis of collecting specific information and materials, explore the supply chain management measures and implementation situation of a specific company. Their findings can help similar companies gain their own competitive advantages. Wang (2020), on the basis of analyzing the current socio-economic situation and its trends, sorted out the supply chain management situation of Chinese companies, and then provided targeted optimization measures. Wang (2016) established an after-sales service quality evaluation system based on the service quality gap model, which includes four levels of service price, timeliness, environment, and customer reception. Lang et al. (2020) used the after-sales service in the accelerator equipment industry as the research object and the questionnaire survey method as the research method to establish a specific evaluation system from a process perspective. Then, the weight of each indicator in the system was determined through the weight picking method, and the final evaluation model was established using the fuzzy comprehensive evaluation method.

Review of Research Status at Home and Abroad

Scholars often use dimensions, indicators, and models to explore the quality of logistics services, to understand customer satisfaction and obtain first-hand data, thus providing a reliable foundation for in-depth exploration. But at the same time, there are also certain weaknesses: Customer satisfaction is a highly subjective theory that belongs to the category of economic psychology and refers to the degree to which consumers feel satisfied with purchasing products or services. Consumers can use a number based on this feeling to rate product or service satisfaction, making subjective feelings measurable and comparable. Therefore, when evaluating the quality of logistics services, it is necessary to focus on customers and evaluate whether they can meet their needs. In the exploration of service quality in the logistics industry, it is also necessary to respect the uniqueness of each enterprise and adopt more targeted evaluation indicators. Moreover, in the specific evaluation process, the indicator system can be further improved based on actual situations and practical accumulation. However, existing research in this field is mostly conducted from the perspective of the company, with less exploration from the perspective of the customer.

Methodology

1. Case Analysis Method

Taking M enterprise as the specific Case study object, through the service quality analysis and evaluation of the case, the measures to improve the service quality of supply chain management of M enterprise are finally proposed. Has strong case specificity.

2. Analytic Hierarchy Process

Identified the influencing factors of service quality for M enterprise, constructed a service quality model for the project, and determined the satisfaction level of each factor.

3. Fuzzy Comprehensive Evaluation Method

Determine customer satisfaction level.

4. Questionnaire Survey Method

The experience and knowledge of experts can directly reflect the actual situation and real needs of various fields such as supply chain management services. This article will distribute questionnaires to experts to obtain key influencing factors of supply chain management service quality, obtain first-hand data, and preliminarily determine the evaluation index system of supply chain management service quality for M enterprise. The sample data for this article comes from a survey questionnaire distributed to experts. Based on the survey results of the questionnaire, analyze which aspects of M Company's service quality need further improvement for supply chain management services.

Research on Agility Of Enterprise Supply Chain

The agility of supply chain refers to the integrated management of advantageous enterprises worldwide through an open information and data environment, and the agile provision of raw materials and products. The focus of its research includes the formation of supply chain agility and the management of information integration in supply chain management.

Research on the Selection of Enterprise Partners

Only by ensuring that cooperation between enterprises is in a positive state can we achieve relatively successful supply chain management. Cross the boundaries between enterprises and provide an integrated representation of their activities. The selection of partners, the integration mode of cooperation between enterprises, and the contractual relationship between partners are all key aspects that need to be carefully studied.

Research on Inventory Management in Enterprise Supply Chain Management

The basis of supply is the total amount of inventory and the effectiveness of inventory management. Only by achieving a certain level of rationality in inventory settings can we ensure a higher level of continuity and effectiveness in the supply chain's product and resource supply. Therefore, inventory management in the supply chain should be the top priority that deserves attention. For enterprises, the total amount of inventory, various types of inventory products, and the overall status of inventory operation are all key points that need to be grasped in management work. For the actual work of management staff, only by grasping the key points of inventory management can they ensure that the management work reaches a certain degree of timeliness, and this is also an important aspect that reflects the ability level of management department personnel. Specifically, inventory management, as a key aspect of supply chain integration management, mainly includes management design solutions for supplier inventory and intention inventory management.

Research on the Performance Evaluation System of Enterprise Supply Chain

The performance evaluation system of enterprise supply chain mainly evaluates the effectiveness of participating in supply chain activities and judges the performance level and basic value of the supply chain through the evaluation results. The evaluation results of the performance evaluation system of the supply chain can reflect the basic operational situation of the entire supply chain and the operational relationships between different enterprises within the supply chain, rather than simply evaluating the basic situation of a single enterprise. The performance evaluation of such an evaluation system can effectively enhance the integration of enterprises and enhance the coordination of enterprise supply chain management.

Results

1. Poor Service Quality Of Customer Service Personnel Leads To Weak Reliability

Not fully understanding the customer's needs, therefore unable to provide flexible and targeted services. Not all customer service requirements need to be met within a short period of time, and some of them may lose the possibility of being met in the short term due to certain factors. However, at the same time, employees of M Company have poor grasp of the expectations of customers with different requirements for waiting time. For a group, its leaders need to determine based on their own experience which customer requirements must be addressed first and delegate them to group members; For individual employees, it is also necessary to distinguish and sort the assigned customer requests based on their own situation. The understanding and execution ability of the staff plays a decisive role at this stage. And these "classics Verification "is a review and analysis of existing customer services that have received negative reviews. In other words, these key points can only be identified after causing negative feelings to customers. However, if such issues are explored before they arise and key points are grasped to avoid factors that reduce the experience, it will help improve customer satisfaction. In addition, there is a lack of understanding of the necessity of feedback cycles for unresolved service requests, and the feedback cycles required for different types of service requests vary in different situations. However, the management adopts a "one size fits all" strategy, requiring feedback on all types of demands on a daily basis, which is inevitable.

2. Limited Abilities and Permissions of Employees Lead to Weak Guarantee

Frontline employees may face questions from customers about certain aspects of the entire shipping process in their daily work, leading to the need to include explanations on various aspects of shipping in their training, further increasing the amount of training required. At the same time, employees also reported that the training time was short, there was no corresponding practice after the training, and the content taught in the course was not familiar, resulting in poor final results. After formal employment and starting to interact with real customers, they may encounter problems and situations that were not mentioned in the training, and those customers who have corresponding needs

cannot receive a response in the first place. Customer service personnel need to spend extra time checking the workflow, which affects work efficiency and consumes time, leading to delays in handling service demands and processing time

3. Incomplete Platform Construction Leads to Weak Tangibility

M Enterprise's trading platform is a booking platform for small and medium-sized customers, sharing a backend price management system with spot trading. Thus, there is a possibility of price fluctuations. In addition, this system is independent of other systems, resulting in additional links in the booking process: for every booking made by customers on it, not only does the platform need to input and update recipient information, but also sales need to verify the effectiveness of the booking before it can be pushed downstream to confirm the booking, increasing the waiting time for customers. Ambiguous customer group positioning leads to weak empathy. From the survey of front-line customer service personnel, we can find that they do not have Empathy in responding to customer emails; For customers who output emotions, they will also respond with emotional expressions. It is not difficult to see from this situation that the professional level of frontline customer employees in M Company is relatively low. At the same time, it can be seen from the interview records that M enterprise did not provide corresponding service Soft skills training when new employees entered the job, including how to reply to customer emails, respond to excited customers, and how to think from the perspective of customers.

Discussion

1. Virtual Supply Chain Management

The specific implementation of virtual supply chain management requires staff to combine the operation mode of the new supply chain, strengthen the flexibility and technical content of management work, especially in the context of continuous improvement of enterprise development and construction, the proportion of virtual supply chain management in supply chain management will significantly increase as a result. Therefore, relevant workers are also required to adapt to the development trend of virtual supply chain, apply scientific and effective management means, and complete the corresponding management work.

2. Transforming Management from Supply Chain to Demand Chain

From the development trend of the future supply chain, we can see that the future supply chain is dominated by consumers, and consumer demand will affect the direction of supply chain development. In other words, the supply chain will shift towards the direction of the demand chain. The dominant power of supply chain management will be transferred to consumers, which is actually a process of self evolution. Therefore, the research trend of supply chain management should shift towards the demand chain.

3. Green Supply Chain Management

Governments around the world are putting pressure on enterprises on environmental issues, and the public is increasingly concerned about the environmental pollution caused by enterprises. Enterprises can no longer ignore the issue of environmental protection. Under the call of the whole society, enterprises need to redefine and adjust their supply chain management when facing this type of challenge, especially to further adjust the environmental protection related issues in the supply chain, such as reducing the generation of production waste and reducing personnel waste, thus forming the basic model of green supply chain management. Green supply chain management takes into account various environmental issues that may arise in the supply chain, which is very important. Pay attention to the basic maintenance of the environment, while promoting the development of one's own economy, implement the concept of green environmental protection throughout the entire process of supply chain management.

4. E-commerce Supply Chain Management

The e-commerce supply chain better understands customers by anticipating their needs and providing personalized product services. It achieves reasonable resource flow on the supply chain network, reduces transaction links and logistics cycles, and is also an effective way to reduce inventory as soon as possible. Self-service can also reduce certain transaction costs, greatly improving the response speed to meet customer needs. In the entire supply chain network management, value growth has been achieved in all aspects, and the competitiveness of every member participating in the enterprise's supply chain has been effectively improved.

Conclusions

Firstly, it is necessary to improve the cost-effectiveness of supply chain management services. As a medium for conveying the quality of supply chain services to customers, services do not only consider a certain aspect of the service, but also consider the differences in services based on meeting their own business requirements, thus determining the degree of cooperation. Therefore, M enterprise should attach importance to the overall cost-effectiveness of its services, in order to improve service quality. Therefore, M enterprise should strengthen service and cost control, optimize service processes, improve service efficiency, and reduce service costs while providing high-quality services, thereby improving the cost-effectiveness of services.

Secondly, improve the efficiency of service response. Service runs through the entire lifecycle of supply chain management. Therefore, M enterprise should establish an efficient and reliable service response mechanism around the supply chain lifecycle, from supply chain service consulting to logistics distribution, to quality maintenance, etc. M enterprise needs to establish a sound response mechanism to ensure that customers' needs are met under the most efficient premise. To this end, M Enterprise should establish a comprehensive customer service system, including a 24-hour customer service hotline, online customer service platform, mobile customer service, etc., to promptly answer customer

inquiries and provide high-quality and efficient services for customers.

Finally, improve the coordination of the overall process within the supply chain. The overall process coordination within the system is an important foundation for providing high-quality services to customers. M Enterprise's supply chain not only includes various vertical nodes within the traditional supply chain, but also includes two horizontal channels, online and offline. Therefore, M Enterprise should strengthen the overall process management within the supply chain to improve the overall management and service quality of the supply chain. To this end, M Enterprise should strengthen coordination and cooperation among various internal business nodes, establish standardized processes and management systems, optimize supply chain resource allocation, and enhance the overall level of supply chain management.

In summary, improving the quality of supply chain management services is the key to the development of M enterprise. By improving the cost-effectiveness of services, improving the efficiency of service responses, and enhancing the coordination of the overall process within the supply chain, M enterprise can better meet customer needs, improve customer satisfaction, and thus enhance market competitiveness. M enterprise should constantly pay attention to market changes and the development of competitors, adjust supply chain management service strategies in a timely manner, to maintain a leading position in the market. At the same time, M Company should also strengthen employee training and management, improve employees' professional literacy and service awareness, to provide higher quality supply chain management services.

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RESEARCH ON ISSUES INVOLVING FREE TRADE ZONES IN THE CONTEXT OF RCEP

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Abstract: The RCEP Free Trade Zone is currently the largest free trade zone in the world and an important platform and carrier for China to promote the development of the multilateral trading system and lead inclusive globalization. Promoting the construction of RCEP Free Trade Zone is of great significance to the optimization of China's foreign trade pattern and the formation of a Dual circulation of domestic and international double circulation. This article reviews the process of establishing the RCEP Free Trade Zone, analyzes the evolution trend of trade patterns among RCEP member countries, and aims to provide support for China to lead the development of the RCEP Free Trade Zone. Currently, economic globalization has greatly promoted the process of regional economic integration, and the construction of the China ASEAN Free Trade Area has become an important measure to promote regional cooperation in Asia. This article will use the intra industry trade index to measure the trade cooperation potential of the China ASEAN Free Trade Area and use the GTAP model to predict relevant economic indicators. The conclusion is that the China ASEAN Free Trade Area has great trade potential, and the establishment of the free trade area should be actively promoted to increase China's participation in global governance.

Keywords: RCEP, China ASEAN Free Trade Area, Trade Potential, GTAP Model

Introduction

Background of the Study

The Regional Comprehensive Economic Partnership (RCEP) was launched by the ten ASEAN countries in 2012. The signing of the Regional Comprehensive Economic Partnership marks that the establishment of the free trade zone with the largest population, the largest economic and trade scale, the most diverse membership structure and the most potential development in the world is conducive to reducing production costs. The countries within the free trade zone eliminate tariffs and reduce non-tariff trade barriers, creating trade creation effects by importing cheap labor and purchasing low-cost raw materials from other developing countries, and introducing advanced production technologies and management methods from developed countries to form knowledge spillovers, thereby reducing their

own social welfare losses and obtaining positive externalities. Therefore, the establishment of a free trade zone can enhance the neighboring effect of other developed and developing countries on China, which is an inevitable result of regional economic cooperation and development. The spillover of knowledge and technology generated after the establishment of the free trade zone not only intensifies competition with some developed countries, but also promotes and deepens cooperation with other countries with complementary advantages. Therefore, the establishment of the RCEP free trade zone is an important opportunity for China to participate in global governance.

In recent years, amidst the global economic downturn and the deteriorating international trade situation, the trade relations between China and RCEP member countries have continued to strengthen. From 2001 to 2019, the total trade volume between China and RCEP member countries increased from 1930 \$0.9 billion increased to \$1401.627 billion, with an average annual growth rate of 11.64%, accounting for over 30% of China's total foreign trade volume throughout the year. Especially in the context of ongoing trade frictions between China and the United States, China urgently needs to further expand the RCEP free trade zone market. Based on this, in-depth research on the evolution of trade relations among RCEP member countries is of great significance for promoting China's integration into and leading the construction of RCEP free trade zone, promoting the optimization of China's foreign trade pattern, and forming a Dual circulation of domestic and international double circulation.

Problems of the Study

(1) The accommodation, catering, meetings, banquets and other products of The Zhonghao hotels are the existing literature mainly uses the Panel data of imports and exports after the establishment of the free trade area between China and ASEAN to conduct direct analysis and research. It is an evaluation and prediction of the development of the China ASEAN free trade area under the general trend of economic globalization, when the economic and trade cooperation between countries is gradually deepening and is not affected by the trend of "counter globalization".

(2) At present, academic research on RCEP mainly focuses on qualitative analysis and quantitative prediction, lacking systematic analysis of trade relations among RCEP member countries and mining of historical data.

Significant of the Study

Based on the evaluation of the trade effects of the China ASEAN Free Trade Area in existing literature, this article first evaluates the trade potential between China and ASEAN countries, and then uses the GTAP10.0 database to analyze the trade effects of the China ASEAN Free Trade Area using the general equilibrium analysis method. By combining theory with empirical evidence, the trade potential between China and the ASEAN Free Trade Area under the RCEP background is identified. The trade potential of China and ASEAN Free Trade Area under the background.

Limitation of the Study

When studying the RCEP, there may be several limitations:

Data source limitation: Some industries and countries have incomplete or inaccurate data, and some data updates are slow and lack the latest data.

Time limitations: Research on marketing strategies needs to take into account the market environment and economic situation at the time, so the effectiveness of research results may be affected by time limitations.

Scope of Research

The research area is the RCEP Free Trade Zone officially established on November 15, 2020, which includes ten ASEAN countries (Vietnam, Laos, Cambodia, Thailand, Myanmar, Malaysia, Philippines, Indonesia, Brunei, Singapore) and a total of 15 member countries including China, Japan, South Korea, Australia, and New Zealand.

The trade data between RCEP member countries from 2001 to 2019 is sourced from the United Nations Commodity Trade Database; Update GTAP 10 The macroeconomic data used in version 0 of the database are sourced from the World Development Indicators Database (WDI Database). When constructing the RCEP trade network, this article uses the total bilateral trade volume between the two countries as the basic data. According to the data structure of the United Nations Commodity Trade Database, there are multiple calculation methods for the total bilateral trade between the two countries, including the sum of their exports (FOB), the sum of their imports (CIF), and the total import and export volume of one country to another country; Due to stricter regulatory and statistical requirements for imported goods by customs in various countries, import data is often more accurate; Therefore, this article selects the sum of imports from both countries to represent the total bilateral trade volume between the two countries. As the scope of trade data statistics is divided by customs border, China mentioned in this paper refers to the Chinese Mainland region, and its statistics do not include Hong Kong, Macao and Taiwan regions.

Research Objectives

1. Research on the impact of RCEP tariff reduction on the changes in the manufacturing value chain status of each member country.
2. Study the impact of RCEP signing on free trade zones.

Literature Review

RCEP is a huge, high-level, multilateral, and mutually beneficial free trade agreement that fully respects the development interests of member countries (Zhang and Li, 2021). The academic community has also conducted extensive research on RCEP, and the first type of literature closely related to this article is literature on the economic effects of RCEP tariff reductions. The economic effects of reducing RCEP tariff barriers mainly include macroeconomic changes and their impact on international trade. On the one hand, as more than 90% of the trade tariffs on goods within RCEP

member countries gradually decrease to zero tariffs, the macroeconomic benefits of GDP, social welfare, resident income, and consumption levels among member countries will be significantly improved, while the macroeconomic benefits of non member countries will be affected to a certain extent (Liu et al., 2021; Huang and Li, 2022; Lv and Li, 2018; Rajan and HUANG, 2016). However, there are certain differences in the improvement of macroeconomic effects among member countries (Ahmed et al., 2020). For example, the reduction of RCEP tariffs has a higher promoting effect on the GDP of Japan and South Korea than other member countries (Zhang and Zhan, 2018). In terms of the absolute amount of welfare changes, Japan, China, South Korea, and ASEAN have the most significant increases (Lu et al., 2021). On the other hand, after RCEP takes effect, member tariff reduction achieved between countries will lead to a significant shift in global trade, and the global trade pattern will undergo significant changes (Du and Guo, 2021). This will significantly reduce trade costs and commodity prices within the region (Qin and Ma, 2022), increase the scale of imports and exports within member countries, and provide assistance for the growth of trade within the region, Bilateral import and export trade between nonmember countries and member countries will decrease to varying degrees (Xu and Jiang, 2021). For China, the implementation of a series of measures such as RCEP tariff reduction is conducive to comprehensive implementation.

Promoting the transformation and upgrading of processing trade and further enhancing China's ability to independently develop foreign trade (Wang and Wang, 2022) can effectively offset the negative impact of China's carbon peak on export trade in the short term (Xu, 2022), and promote China's overall economic development. The difference between this article and the above scholars' research is that the focus of this article is on the relationship between RCEP tariff reduction and changes in the status of the manufacturing value chain.

Existing literature has quantitatively analyzed the economic data of the China ASEAN Free Trade Area and predicted its economic development. Huang applied the GTAP model to empirically study and simulate the economic effects of establishing the East Asian Free Trade Area. On this basis, this article uses a global trade model to simulate and analyze the economic effects of the China ASEAN Free Trade Area under the current situation of "anti-globalization". Cheng used a three-stage gravity model for analysis and concluded that the establishment of China ASEAN Free Trade Area can promote the import and export between China and ASEAN, generating a significant trade creation effect, while the import and export impact on non-ASEAN countries is limited, and the trade transfer effect is not significant. Based on a comprehensive analysis of the achievements and challenges faced by the China ASEAN Free Trade Area, Guo Jing proposed to further promote the preferential import and export of goods trade between China and ASEAN, implement a service trade promotion strategy, and improve investment protection and access mechanisms. Liang Ying believes that the economic and political interaction mechanism between China and ASEAN is a cooperation mechanism that takes political cooperation as the guide and economic cooperation as the main body and should promote the opening

and construction of free trade zones with institutional entry points.

Since the launch of RCEP negotiations in 2012, academic research on RCEP has been continuously deepening. The existing achievements mainly focus on the following three aspects: Analyzing the motivation for establishing RCEP from a geopolitical perspective and analyzing the strategic demands of all parties. The existing research focuses on exploring the competition among China, the United States, and ASEAN for dominant cooperation in the Asia Pacific region. For example, Wang's research suggests that the ASEAN led promotion of the RCEP free trade zone aims to balance the use of TPP by the United States to lead economic cooperation in East Asia, while China attempting to use RCEP to break the isolation of the United States from China in multilateral economic cooperation. Compare and analyze RCEP free trade zone with other free trade zones from different perspectives and analyze the uniqueness of RCEP. For example, Luo Huan et al. compared and analyzed RCEP and TPP, the differences in cooperation mechanisms indicate that RCEP adheres more to the principle of gradual liberalization and allows for exception arrangements for least developed countries and certain specific industries; The TPP adheres to the principles of high-level liberalization and no exceptions, without considering the additional demands of developing countries. Oba et al. believed that both RCEP and TPP did not include both China and the United States, the two Economic powers, and could not truly realize trade freedom, and discussed the possible integration ways of the two free trade zones. Some scholars have studied the possible economic effects of the establishment of the RCEP free trade zone on member countries and surrounding countries. For example, Liu Yu et al. used the GTAP model to simulate the impact of the "tariff reduction trade facilitation" measures in the RCEP free trade zone on the Chinese economy, believing that RCEP can effectively promote China's economic development, while trade facilitation measures have a greater impact. Some scholars have analyzed the impact of the establishment of RCEP free trade zone on specific industries from different industry perspectives. For example, Du and others believe that RCEP will further improve the position of Asia in the world manufacturing division of labor, especially in the power equipment of ASEAN, computer and electronic products of China, textile and clothing of Japan and other sub industries.

Methodology

GTAP Model

The GTAP model is designed based on neoclassical economic theory and uses international commodity trade relationship connects the input-output sub models of a single country or region, resulting in a computable general equilibrium model for multiple countries and sectors. This model consists of two parts: the main program and the database, the former containing a series of new equilibrium equation of classical economic theory covers production factors, industrial output, product prices, and import and export data of various countries and regions around the world. It assumes that the domestic and foreign markets are Perfect competition, consumers pursue Utility maximization

problem, producers pursue Profit maximization, and all products and Factor market are in a balanced clearing state.

By setting shock parameters, the GTAP model can simulate the impact process of new policies on the original equilibrium state and output economic and trade data and changes of various countries under the new equilibrium state. This model has been widely applied in policy simulation research in fields such as international trade, taxation, energy, agriculture, etc. This article uses GEMPACK software run the GTAP model to predict the impact of tariff reduction and trade facilitation measures between member countries after the establishment of the RCEP free trade zone on the trade pattern among member countries. Due to the current latest GTAP database being in 2014, this article uses Dynamic recursive method for updating.

The Herfindahl Henschman Index

HHI is a practical indicator used in industrial economics to measure industrial concentration, which was later introduced into the field of geographic concentration measurement. This article draws on existing research and uses the HHI index to calculate the geographical concentration of intra-regional trade among RCEP member countries. The formula is as follows:

In the formula, x_i represents the trade volume between the country and its trading partner country i ; X represents the total intraregional trade volume of the country; N is the number of trading partner countries within the region of the country, where $n=14$ in this article. The value range of the HHI index is $[1/n, 1]$, and the larger the value, the higher the geographical concentration of trade within the region of the country.

Results

1. Evaluation of the Trade Cooperation Potential of the China ASEAN Free Trade Area. If two economies have significant potential for trade cooperation, they will have high trade complementarity. The trade complementarity between two economies is generally measured using the Index of Intra Industry Trade (IIT) proposed by American economist Balassa. The greater the potential for trade cooperation between two countries or regions, the higher the complementarity of trade, and the greater the intra industry trade index, which is closer to 1; On the contrary, the smaller the intra industry trade index, the closer it approaches zero. The IIT index of China and ASEAN countries calculated based on their import and export volumes in 2021 is shown in Table 1.

From Table 1, among the ten ASEAN countries, Myanmar, Indonesia, Laos, Malaysia, Singapore, Thailand, and Vietnam have an IIT index close to 1 with China, all above 0.75. The IIT index calculated using the total imports and exports of the ten ASEAN countries to China in 2021 is 0.930 024000, which is very close to 1. Overall, there is significant heterogeneity in products and strong trade complementarity between China and ASEAN, and the establishment of a free trade area between China and ASEAN has great trade potential.

Table 1: IIT Index of China and ASEAN Ten Countries Calculated Using 2021 Import and Export Data

Trade Partner	IIT index
Brunei	0.446184451
Myanmar	0.871186008
Cambodia	0.307405886
Indonesia	0.973706885
Laos	0.767659739
Malaysia	0.888957
Singapore	0.826627
Thailand	0.942662
Vietnam	0.80203
Total	0.930024

2. This article uses the GTAP model for data analysis and prediction. Considering the economic impact of the establishment of the China ASEAN Free Trade Area on China and ASEAN countries, this article will focus on China and ASEAN countries, dividing the 141 regions in the GATP model into China, ASEAN countries, and other countries around the world. Based on the characteristics of different industries and the import and export trade between China and ASEAN countries, this article categorizes the original 65 industrial sectors into eight major categories of industrial sectors. The simulation results are shown in Table 2.

Table 2: The Impact of Liberalization on Various Regions

Country or Region	GDP Change/%	Change in Export Value/%	Change in Import Value/%	Change in Terms of Trade/%	(EV) Welfare Changes/ Million US Dollars
China	1.45	6.66	9.42	1.12	84666
Brunei	-0.9	-0.138	-1	-0.272	-3.37
Cambodia	-2.44	2.51	3.29	-0.905	-51.8
Indonesia	0.7	5.6	5.35	0.736	2931
Laos	-4.17	1.26	0.33	-2.08	-146
Malaysia	-0.385	1.52	1.82	-0.019	967
Philippines	-2.26	2.16	0.54	-1.22	-1153
Singapore	-0.617	-0.918	-1.18	-0.093	-50.4
Thailand	1.18	2.82	4.85	0.494	4487
Vietnam	0.703	5.74	7.44	-0.188	1413
Myanmar	-3.39	-2.7	-3.43	-1.84	-362
Other Countries	-0.895	3.52	3.16	-0.208	34033

This article considers the most ideal scenario, assuming that there is no external environmental impact, the China ASEAN Free Trade Area can achieve complete free trade. In this scenario, China's gross domestic product will increase by about 1.450%, which is the highest increase after the China ASEAN Free Trade Area eliminates tariffs. The value of exported goods and services will increase by about 6.660%, and the value of imported goods and services will increase by 9.420%. Therefore, if the

construction of the China ASEAN Free Trade Area is further promoted and the tariff rates within the area are reduced, China's economic situation and import and export trade will be positively affected. For Brunei, Cambodia, Laos, the Philippines, Singapore, and Myanmar, further reductions in tariffs will worsen their terms of trade and social welfare, leading to a decrease in the economic benefits of their foreign trade. For Indonesia, Thailand, and Vietnam, implementing complete free trade within free trade zones will increase their GDP, improve their trade conditions, and increase social welfare. For all other countries in the world except China and ASEAN, due to the trade transfer effect, after the establishment of the China ASEAN Free Trade Area, countries in the established free trade area may not import a certain product that needs to be imported from countries that produce the product most efficiently in the world, but will import from countries with the highest production efficiency and lowest cost in the Customs union, It will cause a deterioration in the trade terms of other countries outside the free trade zone.

If the China–United States trade war continues to expand, China and the United States will impose 25% tariffs on all goods and services traded with each other. Such high tariff barriers will lead to trade diversion effects. This paper continues to study the cooperation potential between China and ASEAN under the continuous situation of the China–United States trade war. According to the development situation of the China–United States trade war in recent years, if the China–United States trade war continues to expand, China and the United States will eventually impose tariffs of 25% or more on the goods and services imported from the other country, which is equivalent to cutting off the trade in goods and services between the two countries, making the two countries have to seek new suppliers in the international arena to form a trade transfer. Many of the original ASEAN goods have no comparative advantage in international competition, but if the China–United States trade war continues to expand, ASEAN will gain a broad market from it. As shown in Table 2, under simulated conditions, if 25% tariffs are imposed on all Sino US commodity trade, China's GDP will decline by 4.570%, export value by 5.290%, import value by 8.370%, and both GDP and import and export commodity values will decline significantly. The continuation of the China–United States trade war will have a major negative impact on China's GDP and import and export. At the same time, the rising cost of import and export trade will also lead to the deterioration of the terms of trade and the reduction of national welfare. The trade volume between China and the United States will decrease accordingly. This means an increase in trade volume towards other countries, with ASEAN's GDP increasing by 0.573%, export value increasing by 0.161%, and import value increasing by 0.608%. Both trade terms and national welfare will be improved.

Therefore, in the context of the ongoing trade war between China and the United States, the potential for cooperation between China and ASEAN will be further stimulated. ASEAN should seize the opportunity and establish friendly trade relations with China to further expand its international market for its products; China should adjust its trade structure as soon as possible, shifting its previous

trade with the United States to other countries and regions, such as ASEAN, to offset the losses caused by rising trade costs with the United States.

Table 3: The Impact on Various Regions by The China/United States Trade War

Country or Region	GDP Change/%	Change in Export Value/%	Change in Import Value/%	Change in Terms of Trade/%	(EV) Welfare Changes/ Million US Dollars
China	-4.57	-5.29	-8.37	-3.28	-133333
America	1.71	-7.32	-7.86	1.73	38950
European Union	0.608	0.039	0.559	0.251	24310
ASEAN	0.573	0.161	0.608	0.604	7744
Other Countries	0.772	0.404	1.31	0.505	42045

Discussion

Based on the above conclusions, in the implementation process of RCEP, each member state should fully fulfill its commitments and obligations under the agreement, especially the special and differential treatment given to the least developed countries. On the basis of fully considering their actual development level and market and social needs, the collective strength of the agreement organization should be used to help them strengthen their own capacity building by providing facilities, technology, talent assistance, and other means. In order to achieve the above ideas and continuously promote the development process of RCEP economic integration, it is necessary to establish a normalized cooperation coordination committee led by the head of government to provide macro guidance. Only by obtaining strong guidance from member states through coordination and consistency can it be possible to monitor in real time the factor prices, industrial development, and foreign investment inflows of each member state, or intervene in a timely and necessary manner, in order to effectively prevent and avoid the integrated risks of widening economic and social development gaps within the region. In this process, as an important participating country, China can focus on the following three aspects as work priorities to fully integrate into the regional economic integration development process using RCEP as a carrier and effectively respond to its accompanying negative impacts.

Firstly, continue to improve market mechanisms, promote regional flow of factors, and narrow the factor price gap between RCEP member countries. Further reduce the domestic income gap by stimulating the vitality of market players, expanding employment capacity, promoting rural development, optimizing the labor remuneration distribution system, and gradually resolve the impact of RCEP on the labor market by steadily improving the level of Common prosperity. Especially for land elements, according to the Opinions of the CPC Central Committee and the State Council on Building a More Perfect Factor Market Allocation System and Mechanism, China's persistently high

land prices can be adjusted by optimizing the proportion of land use of different natures, promoting the market-oriented allocation of industrial land, and improving the land tax system. In order to increase the price of domestic capital factors, China should continue to strengthen efforts towards industrial upgrading, vigorously develop capital intensive industries such as electronic and communication equipment, transportation equipment, petrochemical, metal smelting, biotechnology, etc., in order to increase the output of capital-intensive industries and raise the price of capital goods. In addition, the regional flow of natural resources can be strengthened to reconfigure the supply and demand of natural resources within the RCEP region, thereby further regulating the prices of natural resource factors among regional countries.

Secondly, cultivate integrated entities for trade and investment, seize opportunities for market liberalization, and expand the growth space for foreign investment. The implementation of RCEP will bring unprecedented trade development opportunities to the region. Based on this, China can consider strong and efficient multinational corporations as one of the main entities promoting the integration of trade and investment, reducing transaction costs through intra company processing trade, which will also become a direct product of foreign direct investment. According to the "14th Five Year Plan for the Development of Utilizing Foreign Investment", Chinese enterprises that incorporate the RCEP market into their vision also need to accurately control the market access rules of investment target countries, effectively seek foreign capital that can promote high-quality development of enterprises, and cooperate with them in order to embark on an efficient internationalization path.

Thirdly, formulate sound industrial development policies to effectively seize development opportunities and avoid negative impacts. In terms of industrial cooperation, China can customize strong corresponding industrial cooperation plans based on the industry tax reduction commitments in the free trade agreement and the characteristic industries of other member countries, and promote more bilateral and multilateral industrial cooperation willingness to come into effect through project led methods.

Conclusions

1. The establishment of a unified international trade, investment, and economic cooperation system within the RCEP free trade zone will help to play the role of an economic "integrator" within the region, providing strong impetus for China and even the world's economic growth. In this context, this article reviews the establishment process of the RCEP Free Trade Zone, analyzes the trade relations between its member countries, and predicts the evolution of its future trade pattern, which helps to enrich research related to the RCEP Free Trade Zone and provide decision-making support for China's integration and leadership in the construction of the RCEP Free Trade Zone.

2. The establishment of the RCEP Free Trade Zone will have a profound impact on intra regional trade and global economic and trade patterns from multiple perspectives. In the short term, the

reduction in trade costs brought about by tariff cuts and trade facilitation will have a trade creation effect on the one hand; On the other hand, the trade transfer effect will enable some member countries to transfer their trade with countries outside the region to within the region, and a decrease in the import prices of goods within the region will lead to an increase in consumer demand and an expansion of trade.

3. In the long run, the establishment of the China ASEAN Free Trade Area will improve the welfare of China and its member countries, be conducive to economic growth, and promote the output growth of China's textile industry and light industry, which have comparative advantages. At the same time, because China and ASEAN countries have similar labor costs, geographical location, and industrial structure of trade, the implementation of zero tariff between China and ASEAN will inevitably enhance the competition between industries with similar development stages in the two economies, and China's agriculture, mining industry, Food processing industry, etc. will be impacted to some extent. Overall, establishing the China ASEAN Free Trade Area will improve China's trade conditions and have significant trade potential.

4. The ten ASEAN countries are geographically close to China, and according to the gravity model of international trade, China and ASEAN will have a larger trade scale. Based on the current international situation, China should continue to promote the institutional opening of the China ASEAN Free Trade Area, promote trade facilitation, and strive to reduce the obstacles to economic and trade cooperation caused by differences in economic development levels, in order to eliminate the negative impact of trade protectionism, and improve the trade conditions of countries within the trade area by promoting the construction of the China ASEAN Free Trade Area.

5. China can fully utilize the core node position advantage in the RCEP trade network, actively lead regional economic integration, promote market unity among countries, and promote the continuous improvement of economic cooperation mechanisms such as goods trade, service trade, and investment within the RCEP region. China can further strengthen its economic cooperation with emerging ASEAN countries such as Vietnam, Malaysia, and Indonesia, which have strong economic vitality, high market potential, and low trade geographical concentration. Actively utilizing the barrier reduction mechanism of the RCEP Free Trade Zone, fully tapping into the export potential of advantageous commodities, continuously expanding trade scale with these countries, and further promoting the diversification of China's foreign trade market. China needs to further attach importance to the trade relations between China, Japan, and South Korea, and use the RCEP Free Trade Zone as an opportunity to further promote technological exchange and industrial cooperation between China, Japan, and South Korea. China should also increase investment in related technology research and development to help China's industrial transformation and upgrading.

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