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SUMY NATIONAL AGRARIAN UNIVERSITY
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Public management and administration department

QUALIFICATION WORK
education degree - Master

**on: «Improving the efficiency of enterprise management in modern business
conditions»**

Completed: student of
073 “Management” speciality
EP “Administrative Management”

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SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty Economics and Management
Department Public management and administration

Education degree «Master»
Speciality 073 “Management” EP “Administrative Management”

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TASK

on thesis for student

Xue Jingjing

1. Theme of Thesis: **Improving the efficiency of enterprise management in modern business conditions**

Supervisor Prof. Dr. Larysa Kalachevska

approved by the university from 23.02.24 №561/oc

2. Base of practical research:
State Grid Corporation of China

3. Deadline for student completed project (work) August, 28 2024

4. Background to the project (work):

This project examines strategies to enhance enterprise management efficiency, using Huawei Technologies Co., Ltd. as a case study. The focus is on adapting to rapidly changing market conditions and leveraging successful management practices to offer practical recommendations for similar enterprises. The study covers the period from 2006 - 2022, providing a comprehensive analysis of Huawei's management strategies and their evolution over the years.

5. Contents of settlement and explanatory notes (the list of issues to develop):

1-Overview of current enterprise management practices.2- Evaluation of Huawei's management strategies.3-Analysis of Huawei's financial and economic performance.4-Assessment of external and internal factors affecting Huawei..5-Identification of opportunities and threats for Huawei.6-Strategic recommendations for improving management efficiency.7-Application of findings to other enterprises.

6. Date of assignment: **June, 01. 2023**

CALENDAR PLAN

	Name of the diploma project's stages	Dates of project stages performance	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	September, 2023	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	September - October, 2023	done
3	Preparation and presentation of draft of the first chapter of the thesis	November 2023	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	December 2023	done
5	Making the theoretical part of the thesis, summarizing the analytical part	January 2024	done
6	Design options improve the research problem	January 2024	done
7	Completion of the project part of the thesis, design chapters	January 2024	done
8	Update of data for 2019, 2020, 2021 and completion of analytical and design sections of the qualification work	March 2024	done
9	Previous work and its defense review	August, 2024	done
10	Checking the authenticity of the thesis	September, 05 2024	done
11	Deadline for student completed the thesis	September, 12 2024	done
12	Defense of the thesis	September, 2024	done

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Thesis allowed to protect

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ABSTRACT

Improving the efficiency of enterprise management in modern business conditions (on example of the company Huawei Technologies Co Ltd)

Qualification work on specialty 073 "Management" EP "Administrative management,, SNAU, Sumy-2023 - Manuscript.

This study is **relevant** in today's world, where competition is becoming increasingly fierce, and the rapid development of technology requires enterprises to be flexible and adaptable. Huawei, as one of the world's leading technology players, is an interesting subject of study, as its success and outstanding business results are related to effective management, strategic planning, customer focus, innovation, and ability to respond to changes in the business environment. Learning from Huawei's experiences and approaches can provide valuable lessons and practical guidance for other businesses that are looking to thrive and thrive in today's business environment.

The aim of this work is to study the problems and prospects for improving the efficiency of enterprise management in modern business conditions on example of the company Huawei Technologies Co Ltd.

The object of the work is the organizational and economic relations that arise in the process of managing the company in modern business conditions.

Subject of work: a set of theoretical, methodological and practical aspects of the process of identifying ways to improve the enterprise management in modern business conditions.

Key words: management, enterprise management, business, organizational structure, technology integration, process optimization.

АНОТАЦІЯ

Підвищення ефективності управління підприємством в сучасних умовах ведення бізнесу (на прикладі компанії Huawei Technologies Co Ltd)

Кваліфікаційна робота за спеціальністю 073 «Менеджмент» ЕП «Адміністративний менеджмент, СНАУ, Суми-2023 - Рукопис.

Це дослідження є актуальним у сучасному світі, де конкуренція стає все більш жорсткою, а стрімкий розвиток технологій вимагає від підприємств гнучкості та адаптивності. Huawei, як один із провідних світових технологічних гравців, є цікавим предметом дослідження, оскільки її успіх і видатні бізнес-результати пов'язані з ефективним менеджментом, стратегічним плануванням, орієнтацією на клієнта, інноваціями та здатністю реагувати на зміни в бізнес-середовищі. Вивчення досвіду та підходів Huawei може дати цінні уроки та практичні рекомендації для інших компаній, які прагнуть процвітати та процвітати в сучасному бізнес-середовищі.

Метою даної роботи є дослідження проблем і перспектив підвищення ефективності управління підприємством в сучасних умовах господарювання на прикладі компанії Huawei Technologies Co Ltd.

Об'єктом роботи є організаційно-економічні відносини, які виникають у процесі управління підприємством в сучасних умовах господарювання.

Предмет роботи: сукупність теоретичних, методологічних і практичних аспектів процесу визначення шляхів удосконалення управління підприємством в сучасних умовах господарювання.

Ключові слова: менеджмент, управління підприємством, бізнес, організаційна структура, інтеграція технологій, оптимізація процесів.

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INTRODUCTION

Modern business is characterized by fierce competition, which is one of the main challenges for enterprises. The globalization of markets, advances in technology and rapid access to information have made the business environment more dynamic and complex. Competition has become more intense and customers have become more demanding and informed.

Companies face constant pressure to improve their efficiency, product and service quality, cost reduction and customer satisfaction. In addition, the rapid development of technology leads to the emergence of new players in the market and creates additional opportunities for innovation.

In such a competitive environment, companies are forced to constantly improve and adapt to changing conditions. This requires managers to analyze the market and the competitive environment, be flexible in decision making, innovate in products and business models, and be able to plan strategically and respond to change.

Competition also encourages companies to look for new management methods and improve their business processes. A focus on customer centricity, knowledge management, intellectual capital and personalization helps businesses stand out in the marketplace and maintain their position in a highly competitive environment.

In today's business environment, effective enterprise management is becoming a key factor for success and sustainable development. The complexity of today's business environment, characterized by rapid technological change, the globalization of markets, increasing competition and changing customer needs, poses significant challenges for companies. In such a dynamic environment, enterprise management requires not only sound strategies and solutions, but also flexibility, adaptability, and the ability to identify and use competitive advantages.

In this context, management efficiency becomes critically important, affecting the performance, profitability and stability of the enterprise. Efficient management means the proper allocation of resources, process optimization, informed decision-

making and the constant pursuit of innovation. An important aspect is also customer orientation and the ability to meet his needs and expectations.

This study is **relevant** in today's world, where competition is becoming increasingly fierce, and the rapid development of technology requires enterprises to be flexible and adaptable. Huawei, as one of the world's leading technology players, is an interesting subject of study, as its success and outstanding business results are related to effective management, strategic planning, customer focus, innovation, and ability to respond to changes in the business environment. Learning from Huawei's experiences and approaches can provide valuable lessons and practical guidance for other businesses that are looking to thrive and thrive in today's business environment.

The aim of this work is to study the problems and prospects for improving the efficiency of enterprise management in modern business conditions on example of the company Huawei Technologies Co Ltd.

The aim is achieved by **solving** the following **tasks**:

- 1) study the peculiarities of enterprise management in modern business conditions;
- 1) consider the peculiarities, weaknesses and strengths of enterprise management of Huawei technologies CO Ltd;
- 2) develop ways to improve the efficiency of enterprise management in the company Huawei Technologies.

The object of the work is the organizational and economic relations that arise in the process of managing the company in modern business conditions.

Subject of work: a set of theoretical, methodological and practical aspects of the process of identifying ways to improve the enterprise management in modern business conditions.

The study has significant **practical value**, as it is a targeted study of successful management approaches and strategies in one of the world's leading technology companies. The results and conclusions of this study can serve as a valuable guide for businesses wishing to improve their efficiency and competitiveness in a dynamic and competitive business environment. An analysis of Huawei's experience will help to

identify key principles for successful management, innovative strategies, customer-centric approaches, as well as aspects related to sustainability and environmental responsibility. This will enable other companies to improve their processes, make more informed decisions and adapt to ever-changing market conditions, contributing to their sustainable development and long-term success.

During the writing of the work, the following **research methods were used:** search, analysis and synthesis of scientific material, classification, comparison, generalization, analysis of the company's activities, statistical, analytical.

The structure of the work. The work consists of an annotation, content, introduction, three sections that contain 10 subsections, conclusions, a list of references from 39 sources. The total volume of the work is 89 pages.

CHAPTER 1

THEORETICAL AND SCIENTIFIC-METHODOLOGICAL BASES FOR STUDYING THE PECULIARITIES OF ENTERPRISE MANAGEMENT IN MODERN BUSINESS CONDITIONS

In the modern world, enterprise management is a complex and multifaceted process that requires adaptation to rapidly changing business and environmental conditions. Today's businesses face a number of challenges, such as rapid technological advances, globalization of markets, increased competition and increased demands from customers.

Enterprise management includes many aspects, ranging from strategic planning and business model development to operational management of business processes and personnel. The key tasks of enterprise management are to ensure the efficiency and competitiveness of the enterprise, achieve the goals set, optimize resources and maximize profits.

Modern approaches to enterprise management focus on customer focus, innovation and adaptability. Companies seek to understand the needs and expectations of their customers in order to offer products and services that best meet market requirements. Innovation and digitalization are becoming important factors in maintaining competitive advantages and meeting the demands of today's consumers.

Modern enterprise management also pays attention to sustainable development and social responsibility. Companies are becoming more aware of their impact on the environment and society as a whole and are striving to integrate the principles of sustainability and responsibility into their operations.

The key features of enterprise management in modern conditions are flexibility, rapid adaptation to changes, the ability to take risks and develop in conditions of uncertainty. Effective enterprise management requires highly skilled managers and teams capable of making strategic decisions and implementing innovative ideas.

In the scientific literature, there are many different definitions of the enterprise management system, which demonstrates the diversity of approaches and emphases in the study of this topic. Each of these definitions is aimed at highlighting certain aspects of enterprise management and can be used depending on the research methodology and the goals of the researcher.

Some definitions of the enterprise management system may focus on structural aspects, that is, on organizational structures, the division of power and functional units of the enterprise. Other definitions may focus on the processes and management methods that allow to ensure the effective functioning of the enterprise.

Some approaches can highlight the implementation of information technologies in enterprise management, considering this system as a digital complex for decision-making. Other definitions may focus on human capital and the ability to effectively manage an enterprise's personnel.

Enterprise management is a constant and systematic influence on the activities of its structural divisions to ensure coordinated work and achieve a final positive result.

O.S. Ivanilov defines that «the enterprise management system is the principles and mechanisms of decision-making, information flow, planning, as well as motivation and financial incentive systems» (Ivanov).

S. Yang defines «the enterprise management system as a subsystem of the organization, the components of which are groups of interacting people: its functions consist in the perception of certain problems of the organization (inputs) and the subsequent execution of a set of actions (processes), during which solutions (outputs) are produced that increase the income from the activities of the entire organization (satisfaction), or optimize some function of all the inputs and outputs of the organization» (Yang, 2016).

G.V. Vorontsova believes that «the management system of an organization (enterprise) is a method of interaction between the subject and the object of management, a method of building a relationship between management levels and

functional branches, which ensures the optimal achievement of the organization's goals under the given conditions» (Vorontsova, 2010).

In the work "Enterprise Management System", A. Kim notes that «the enterprise management system is defined as a set of technical and organizational methods and measures designed to solve the tasks of managing various aspects of the enterprise» (Kim, 2011).

Considering this variety of definitions, it can be concluded that the enterprise management system is a comprehensive approach to the organization and management of all aspects of the enterprise. It includes structures, processes, technologies, human capital and information that interact with each other in order to achieve the strategic goals of the enterprise and ensure its sustainable development in the conditions of the modern business environment. Approaches to management can be different depending on the industry, type of enterprise and its strategic tasks.

The enterprise management system is considered to be a system that integrates various elements and processes of the enterprise's internal organization and external interactions in order to achieve strategic goals, ensure the effectiveness of the operation and sustainable development of the organization in the conditions of the modern business environment.

The main characteristics of the enterprise management system include:

Integrative approach: the enterprise management system combines all the components and functions of the organization into a single integrated structure. It takes into account the interaction between various departments, processes and resources, aimed at the joint achievement of the goal.

System orientation: the enterprise management system is considered as a single system in which every element and activity interacts and influences each other. Changes in one component can affect the entire system as a whole.

Strategic approach: the enterprise management system is aimed at achieving strategic goals and determining optimal ways of development of the organization for the long term. It is focused on the analysis of the external environment, internal capacities and capabilities of the enterprise.

Orientation to the result: the enterprise management system sets itself the goal of achieving certain results and fulfilling strategic tasks. It includes monitoring and evaluation of achievement of goals and implementation of strategies.

Flexibility and adaptability: the enterprise management system can adapt to changes in the external environment, respond to new challenges and opportunities, which ensures the preservation of the organization's competitiveness.

Hierarchical structure: the enterprise management system has a hierarchical structure, including different levels of management - strategic, tactical and operational. Each level has its own tasks and responsibilities.

Innovativeness: the enterprise management system can use innovative approaches, technologies and methods to improve the efficiency and sustainable development of the organization.

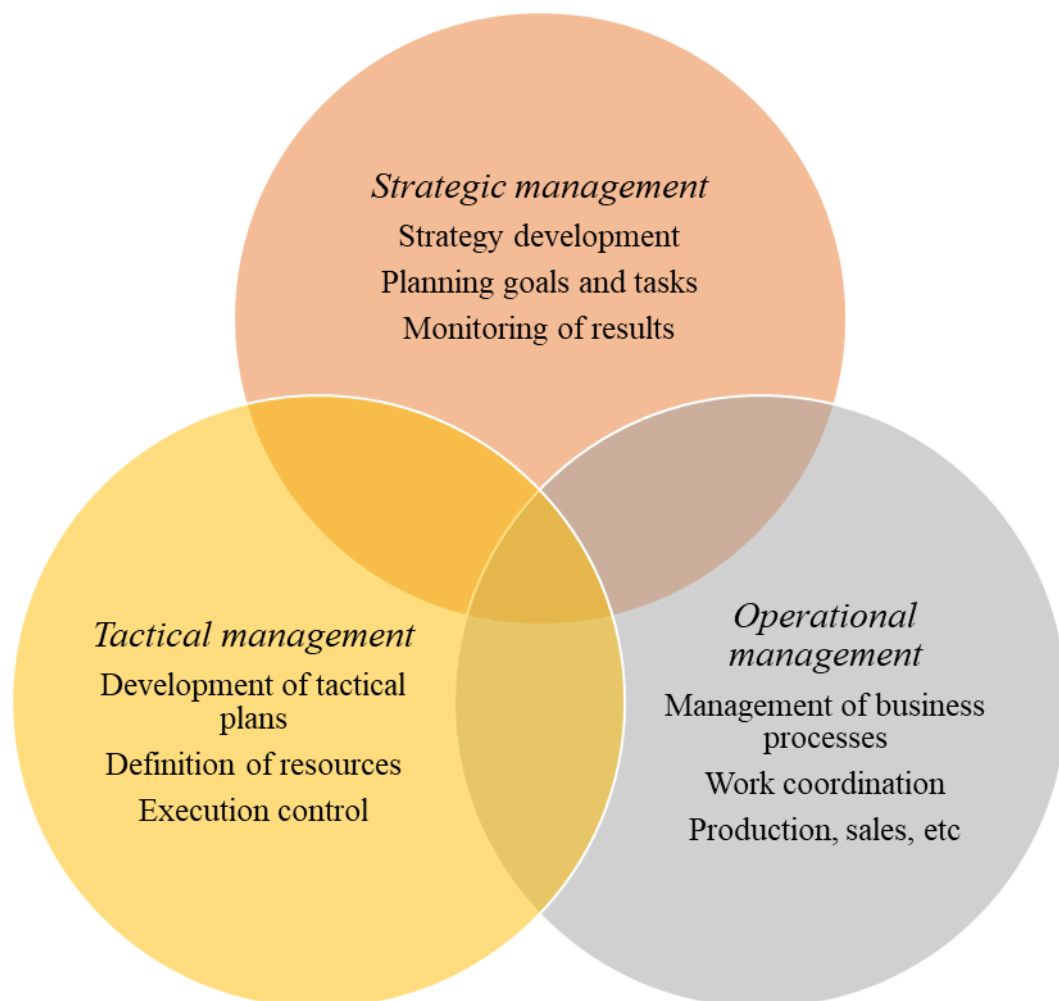


Figure 1.1 - An example of an enterprise management system

Source: compiled by the author based on [3]

This graphic sample demonstrates the hierarchical structure of the enterprise management system, starting with the strategic level, where strategic plans are developed and the future development of the enterprise is planned. At the second level - tactical management, where tactical plans are developed and resources are determined for their implementation. At the third level - operational management, where business processes are managed and work is coordinated in all departments of the enterprise.

In general, the enterprise management system is a key tool that allows the organization to effectively interact with the changing external environment and achieve success in the modern business environment. It ensures the harmonious functioning of all components of the enterprise and contributes to the achievement of the organization's strategic goals.

Enterprise management is a complex process that has its own goals and objectives, aimed at the effective functioning of the company and the achievement of successful results. The main goals of enterprise management are to ensure stable profit growth, optimize internal processes, increase labor productivity and satisfy customer needs. To achieve these goals, the management of the enterprise develops and implements various strategies, such as strategies for growth, competitiveness, innovation, and others.

Enterprises are managed with the help of special management systems, which include planning, organization, control and correction of activities. Modern management systems are based on the use of information technologies and the analysis of large volumes of data, which allows for quick and effective management decision-making.

Successful management of the enterprise requires highly qualified management and staff, as well as constant monitoring of market conditions and changes in the economic environment.

Economic relations are the interaction between business entities based on the exchange of resources and goods, market activities, price formation and income.

They arise as a result of the need to satisfy various material and non-material needs and interests of participants in economic processes.

The main features of economic relations:

1. Exchange

Economic relations arise in the exchange of goods, services, resources and factors of production between different economic entities. Exchange is the basis for the functioning of a market economy.

2. Interdependence

Participants in economic relations depend on each other. Interdependence can manifest itself depending on suppliers and consumers, competition, cooperation and other aspects.

3. Need and interests

Economic relations are associated with meeting the needs and interests of the participants. Interaction occurs within the framework of the desire to achieve certain goals and results.

4. Regulation

Economic relations are influenced by various factors and require regulation by the state, international organizations and other institutions.

5. Basis of the economic system

Economic relations are the basis for the functioning of the economic system of society, determining its structure and nature.

Economic relations are manifested at all levels of the economy - from the microeconomic level (individual enterprises, families) to the macroeconomic level (national economy, international relations). They cover all areas of economic activity, including the production, distribution, exchange and consumption of goods and services, as well as the use of resources. Taken together, economic relations form a complex network of connections and interactions that determines the functioning of the economic system and its development.

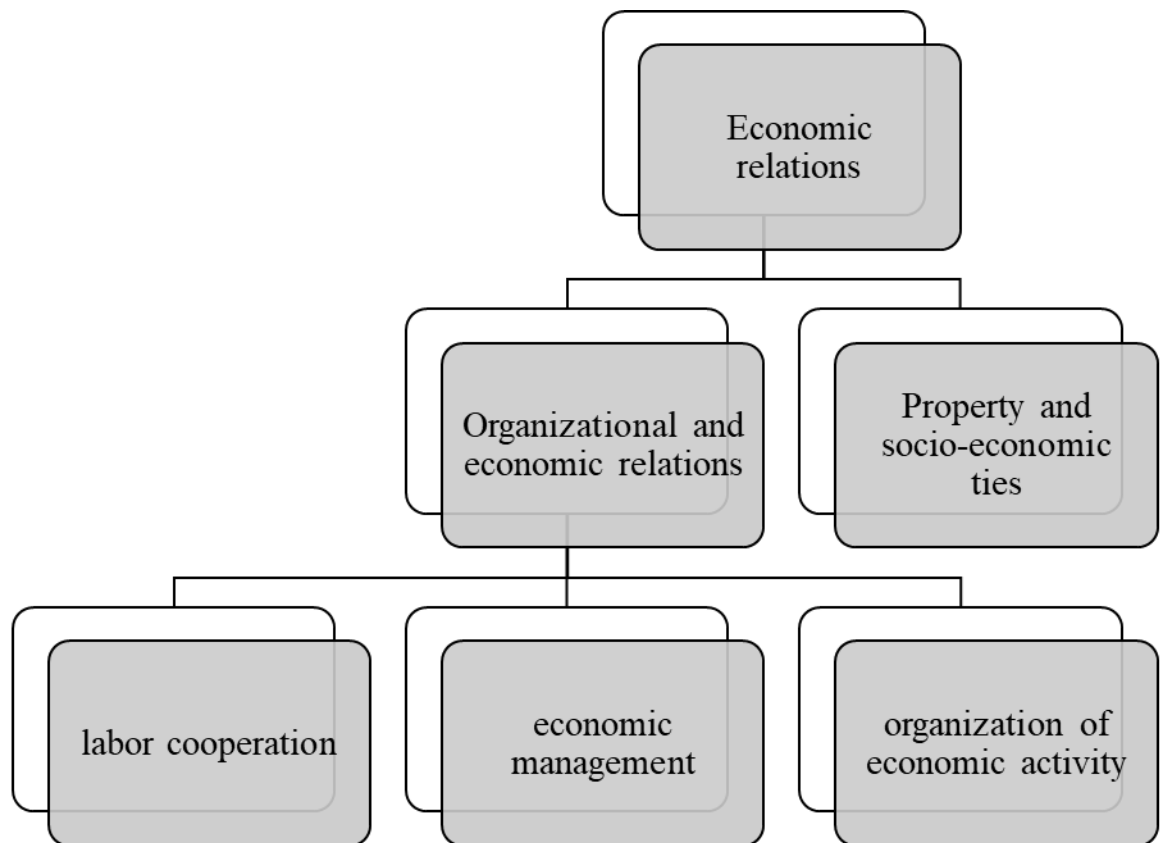


Figure 1.2 - Classification of the main factors

Source: compiled by the author based on [5]

The management of economic relations of an enterprise is a set of measures and strategies aimed at the effective interaction of an enterprise with the internal and external environment in order to achieve sustainable development, optimize production and financial processes, ensure competitiveness and business growth. The main task of managing the economic relations of an enterprise is to ensure the optimal use of resources (financial, material, labor and information), taking into account market conditions, customer needs and the company's strategic goals. To do this, it is necessary to effectively plan, organize, control and adjust the economic activity of the enterprise.

Management of economic relations includes a number of key aspects:

Financial management: planning and control of income and expenses, optimization of the financial structure, ensuring the availability of financial resources for the implementation of business projects.

Production management: planning and organizing production processes, optimizing the use of production capacities and resources, ensuring product quality.

Marketing management: market analysis, determination of consumer needs, development of marketing strategies, promotion of products and services.

Personnel management: selection, training, motivation and retention of qualified employees, development of corporate culture.

Relationship management with partners and stakeholders: building partnerships with suppliers, customers, investors, government agencies and other stakeholders.

Analysis and control: systematic analysis of financial and economic indicators, control over the implementation of budgets and plans, timely adoption of measures to correct the activities of the enterprise.

Management of economic relations of an enterprise requires an integrated approach, taking into account many factors and constant adaptation to changing market conditions. Competent and efficient management allows the company to successfully exist in the market, realize its potential and overcome various challenges and obstacles.

Risk in an enterprise is the possibility of undesirable or adverse events that may affect the achievement of the enterprise's goals or lead to the loss of its assets, reputation, income and competitiveness. This is due to uncertainty and the possibility of an unfavorable outcome as a result of various factors, internal and external, that may affect the activities of the enterprise.

The main characteristics of risk in the enterprise are:

1. Uncertainty

Risk arises in conditions of uncertainty, when it is not always possible to accurately predict future events and their consequences. This may be due to economic, political, social, technological and other factors that may change or be unknown.

2. Probability and Impact

Risk is related to the probability of occurrence of undesirable events and the impact of these events on the enterprise. The higher the probability of an outcome, the more significant the impact on the enterprise can be.

3. Variety of risks

Risks can be of different nature and origin. They may be related to finances, operations, competitiveness, reputation, legal issues, etc. Risk management at the enterprise is aimed at identifying, assessing and managing risks in order to minimize negative consequences and increase the likelihood of achieving the set goals. To do this, enterprises can apply various methods and strategies, including insurance, diversification, control measures, development of lean development plans, scenario analysis, etc. It is also important to take risks into account when making decisions and develop flexible strategies to adapt to changing market and environmental conditions.

Risk management is a process and a systematic approach aimed at identifying, analyzing, evaluating, controlling and managing potential risks that may affect the achievement of the goals and results of an organization or project. The goal of risk management is to minimize the negative consequences of possible events and maximize the opportunities that can lead to positive outcomes.

Risk management is a systematic and organized approach to the identification, analysis, assessment, control and management of risks that may affect the achievement of the goals and results of an organization, project or individual entrepreneur. The main goal of risk management is to minimize the negative consequences of possible events and maximize the opportunities for success.

Risk is indeed based on uncertainty. Risk occurs when there is uncertainty about future events and it is not possible to accurately predict their outcome or consequences. Uncertainty can arise from various factors such as changing market conditions, economic factors, political events, technical issues, competition, and other external and internal factors that may affect an organization's operations.

Uncertainty creates risks because an enterprise cannot be sure of the successful outcome or result of its actions. This can lead to undesirable consequences, losses,

loss of competitiveness and reputation, as well as a threat to the viability of the organization itself.

Risk management is aimed at minimizing the negative consequences of uncertainty and increasing the likelihood of achieving the goals and success of the enterprise. It includes identifying risks, assessing their likelihood and impact, developing risk management strategies, controlling and monitoring risks.

Given uncertainty and risk, businesses can make informed decisions, develop lean and sustainable development plans, and take appropriate action to mitigate potential threats and risks. It is also important to be able to adapt to changing conditions and be prepared for unexpected situations in order to successfully function in the conditions of uncertainty and dynamism of modern business.

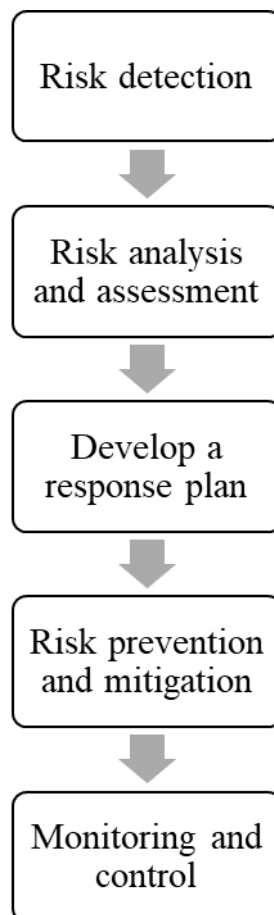


Figure 1.3 - Risk Management Process

Source: compiled by the author

To identify the risk, you need to find, include in the list and describe its elements:

- 1) the reasons why it may occur;
- 2) factors of influence that arise in this case;
- 3) impacts that may affect the state of the enterprise;
- 4) possible adverse effects, their assessment;
- 5) factors that affect the likelihood of a hazardous event, the size of losses.

The enterprise risk management process is a systematic and consistent approach to identifying, analyzing, assessing, controlling and managing risks that can affect the achievement of the organization's goals and performance. This process protects the enterprise from the undesirable consequences of possible risks and creates conditions for more efficient use of opportunities.

The main stages of the risk management process at the enterprise:

Risk identification: identification of all potential risks that may arise in the course of the enterprise's activities. This stage includes an analysis of internal and external factors that may affect the enterprise.

Risk Analysis: assessing the likelihood and impact of each risk on the business. At this stage, the most critical risks that require special attention are identified.

Risk assessment: prioritization of risks and determination of their criticality for management. The assessment identifies risks that require immediate implementation of mitigation and control measures.

Developing Risk Management Strategies: identifying methods to mitigate risks or seize opportunities. At this stage, action plans are developed to manage risks and minimize them.

Implementation of risk management measures: implementation of risk management and control plans. This includes monitoring and risk analysis, as well as adjusting strategies in response to changing conditions.

Monitoring and control: continuous monitoring and control of risks and the effectiveness of management measures. This stage ensures prompt response to changes in the situation and prevention of possible negative consequences.

The risk management process is a continuous and dynamic process that requires the attention and participation of all participants in the enterprise. It allows

the enterprise to function more confidently and sustainably in the face of uncertainty and change.

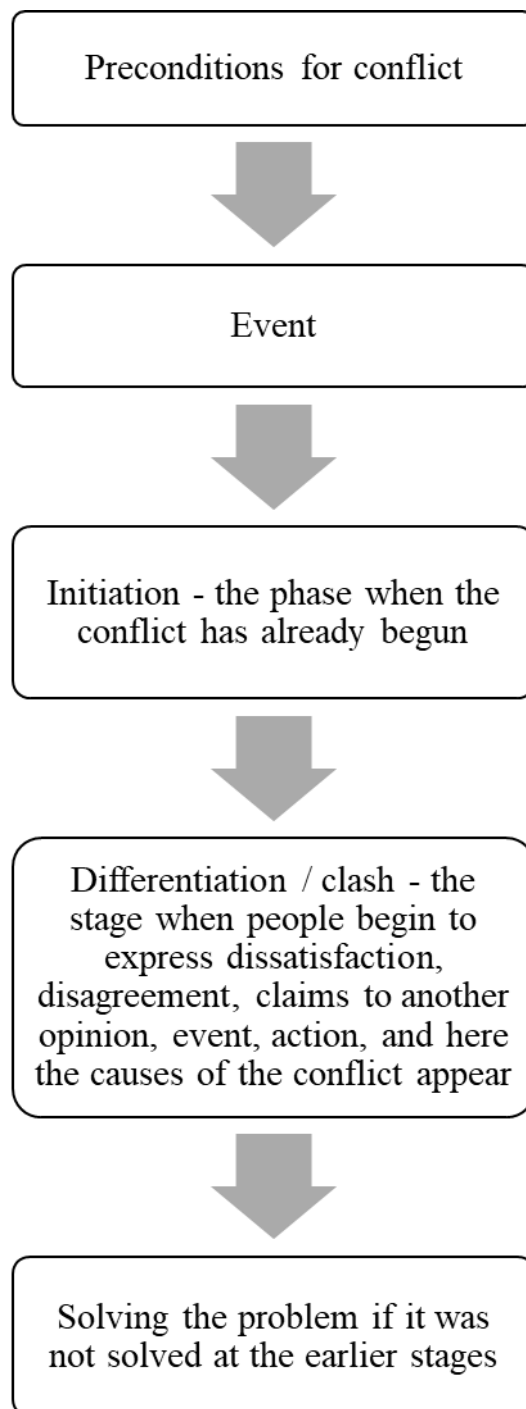


Figure 1.4 - Phases of conflict development

Source: compiled by the author based on [9]

The solution of conflicts at the enterprise is an important and integral process in the modern world. In a dynamic and competitive business environment, conflicts can arise both within an organization and with external parties such as partners, customers or suppliers. Conflicts can arise for a variety of reasons, such as differences of interest, inconsistencies in goals, differences in outlook and work style, limited resources, and so on.

Effective conflict resolution in an enterprise plays a key role in ensuring harmonious working relationships, increasing the productivity and efficiency of the organization, as well as maintaining the reputation and trust of partners and customers.

Corporate conflicts in an enterprise are conflicts of interest, disagreements and contradictions between various members of an organization that may arise within the company itself or between various structural divisions. Such conflicts can arise for various reasons, such as differences in the strategies and goals of the organization, the allocation of resources, control over decision-making, the role and authority of management structures, competition for power and influence, as well as personal disagreements and contradictions between employees.

Corporate conflicts can have serious consequences for the enterprise, such as reduced productivity, reduced quality of work, loss of trust from customers and partners, deterioration of corporate culture and working atmosphere, as well as a threat to the stability and development of the organization as a whole.

The phases of conflict development represent the sequence of changes and evolution of the conflict situation from its inception to resolution or final stage. Each phase is characterized by certain features and manifestations, which may vary depending on the nature of the conflict and the participants.

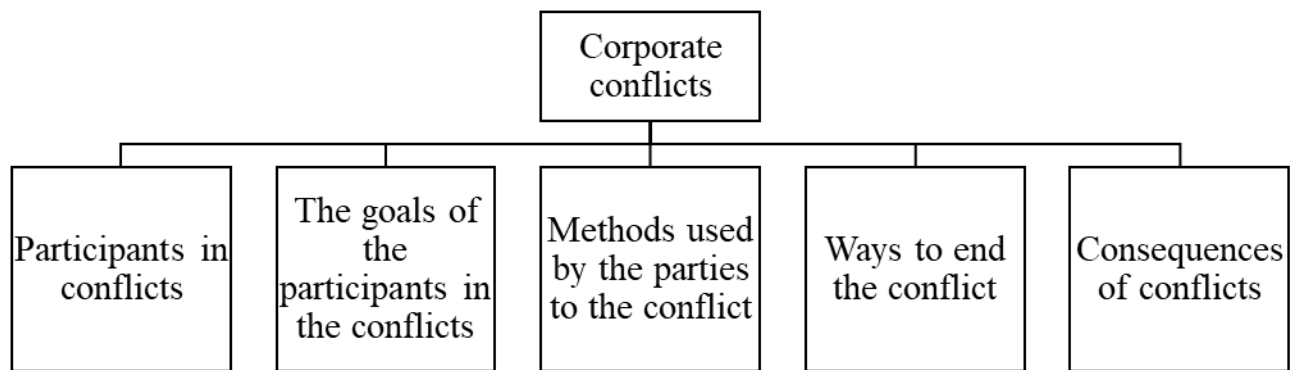


Figure 1.5 - Generally accepted criteria for classifying corporate conflicts

Source: compiled by the author based on [11]

Corporate conflict management requires a comprehensive and proactive approach. It is important to analyze the causes of conflicts, determine the interests and needs of various parties, seek mutually beneficial solutions and compromises, and take into account the position and contribution of each participant in the conflict resolution process.

The causes of corporate conflicts can be varied and depend on many factors. We have given and analyzed the main reasons that may contribute to the emergence of corporate conflicts:

Differences of interest: conflicts can arise from differences of interest between different business units, departments, or groups of employees. Each group may pursue its own goals and priorities, which may conflict with the interests of others.

Competition for Resources: limited resources such as budget, personnel, equipment, etc. can lead to competition and tension between departments or projects for access to these resources.

Lack of communication: problems in communication between employees and management, misunderstanding of messages, lack of information and other communication problems can lead to misunderstandings and conflicts.

Table 1.1 - Types of corporate conflicts at the enterprise

Conflict Type	Description
Conflict of Interest	Arises from differences in views and interests between various structural units, management teams, or individual employees within the enterprise. It can be related to resource allocation, project priorities, strategic decisions, etc.
Power Conflict	Associated with competition for power, influence, and control over processes and decisions within the enterprise. It may arise between managers of different levels, between departments, or between management and employees.
Values Conflict	Arises from differences in values, culture, and principles between employees and the management of the enterprise. It can manifest in disagreements with corporate culture, approaches to work, ethical issues, etc.
Communication Conflict	Related to communication problems between employees, management, and other stakeholders. Includes insufficient information, misinterpretation of messages, ineffective communication, and other issues that can lead to misunderstandings and conflicts.
Resource Conflict	Arises from the scarcity of resources, such as budget, personnel, time, equipment, etc. Can lead to competition between departments or projects for access to resources, creating tension and conflicts within the enterprise.
Customer Conflict	Associated with customer dissatisfaction with the products or services provided by the enterprise. Can arise from issues with quality, service, delivery, or other aspects that fail to meet the needs and expectations of customers.
Partner Conflict	Arises in relationships with partners, suppliers, or other external parties that the enterprise collaborates with. Can arise from differences in business approaches, interests, requirements, etc.
Change Conflict	Related to conflicts and resistance during the implementation of changes within the enterprise, such as restructuring, introduction of new technologies, organizational culture changes, etc. Can arise from fear of the unknown, loss of a comfortable environment, or reluctance to change.

Source: compiled by the author based on [10]

Power Conflict: competition for power, control, and influence in an organization can cause conflicts between management levels or between departments.

Differences in values and culture: conflicts can arise due to differences in values, culture and principles between employees and management. Non-compliance with corporate culture or ethical issues can cause controversy.

Changes in the organization: implementation of changes such as restructuring, reshuffling, introduction of new technologies and processes can cause resistance and conflict among employees, especially if the changes are perceived negatively.

Unfair distribution of remuneration: unfair distribution of salaries, bonuses or other rewards can cause discontent and discord among employees.

Conflict of Interest: differences of interest can arise both within an organization (between departments or groups of employees) and with external parties such as customers, partners or suppliers.

Lack of Leadership: lack of leadership or unclear roles and responsibilities can lead to misunderstandings and conflicts within an organization.

Conflicts between partners and shareholders: disagreements between partners, shareholders or founders about strategic decisions and company development can also cause corporate conflicts.

Corporate conflicts can have serious consequences for the enterprise and its activities. Uncontrolled or unmanaged conflicts can lead to negative consequences both for the employees themselves and management, and for the business as a whole.

1. Performance degradation

Constant conflicts in the enterprise can distract employees from their duties and reduce overall productivity.

2. Deterioration of the working atmosphere

Conflicts can create tension and an unpleasant atmosphere in the workplace, which affects the motivation and performance of employees.

3. Loss of valuable personnel

Failure to resolve conflicts can lead to the departure of experienced and highly qualified employees from the company.

4. Communication breakdown

Conflicts can disrupt communication between departments and employees, making it difficult to work together and coordinate.

5. Reputation deterioration

Constant conflicts can negatively affect the reputation of the enterprise in the eyes of customers, partners and the public.

6. Financial losses

Conflicts can lead to dispute resolution costs, as well as reduce the profits of the enterprise due to reduced productivity and loss of customers.

7. Destruction of team spirit

Conflicts can destroy team spirit and cooperation between employees, which harms teamwork and the achievement of common goals.

8. Loss of innovation

Conflicts can hinder the exchange of ideas and innovation, which can limit the development and growth of an enterprise.

9. Legal issues

Some conflicts may lead to legal disputes and litigation, which may result in additional costs and damage to the company.

10. Falling confidence

Conflicts can lead to a drop in the level of trust between employees and management, making effective communication and collaboration difficult.

Therefore, effective management and resolution of corporate conflicts is an important task for the enterprise and contributes to maintaining the stability, efficiency and success of the business.

Corporate conflicts in an enterprise are an inevitable part of the business process, especially in today's business world, where complex relationships and competition are integral aspects of companies' activities. The interaction of various structural units, departments, managers and employees inevitably leads to the emergence of different points of view, interests and values, which can lead to a variety of conflict situations.

However, despite the fact that corporate conflicts can be considered a negative phenomenon, they also provide an opportunity to improve and optimize the activities of the enterprise. Properly managed and resolved conflicts can contribute to the search for new ideas, innovations, alternative solutions and improve the efficiency of business processes. Effective management of corporate conflicts requires the development of special strategies and approaches that contribute to the early identification and resolution of conflict situations. Key factors for successful conflict resolution are openness, transparency, active interaction between the parties, as well as compromise and cooperation.

In general, enterprises should strive to create a positive corporate culture that promotes the elimination of the causes of conflicts and the active participation of all stakeholders in the process of their resolution. This will not only minimize the

negative consequences of conflicts, but also turn them into a driver for improving the organization and achieving success in the market.

The manager plays a key role in resolving conflicts in the enterprise. He is the main executor who must analyze and resolve various conflict situations that arise within the organization. The importance of the manager's role in conflict resolution is related to the following important aspects.

1. Mediator

The manager must act as a mediator and mediator between the parties to the conflict. He must actively listen and understand both parties, help them express their interests and points of view, and seek mutually acceptable solutions.

2. Dispute Resolution

The manager must have the skills to resolve disputes and conflicts. He must be a skillful unspoken leader, able to reconcile the parties and find compromise solutions that will satisfy all interested parties.

3. Making strategic decisions

In some cases, conflicts may be of a strategic nature, relating to the direction of the enterprise, the allocation of resources and other key aspects. The manager must be able to make complex strategic decisions that will help eliminate the causes of conflict and contribute to the long-term success of the enterprise.

4. Creating a positive corporate culture

The manager should promote a positive corporate culture that encourages openness, dialogue, respect and cooperation. This will prevent the occurrence of conflicts or effectively resolve them if they do arise.

5. Personnel training and development

The manager must invest in staff training and development to improve their conflict management skills. This includes training in effective communication, mediation, emotion management and other skills necessary for successful conflict resolution.

In general, the ability of a manager to effectively manage conflicts significantly affects the atmosphere in the enterprise, the motivation of employees, their

productivity and long-term results of the company. A good manager is able to turn conflict situations into opportunities for growth and development of the organization.

In the context of a conflict, a manager may exhibit different styles of behavior that determine his approach to resolving the conflict and interacting with its participants.

Compromise style: the manager, applying this style, seeks to find a compromise solution that takes into account the interests of all parties to the conflict. He is ready to make concessions in order to reach an agreement and prevent further escalation of the conflict. This style can be useful when a dispute needs to be resolved quickly, but may not work if the interests of the parties are too opposing.

Collaborative style: the manager, using this style, is actively involved in the search for mutually beneficial solutions that will satisfy all parties to the conflict. He puts cooperation and teamwork at the forefront, strives to find the best solutions that will take into account the interests of all stakeholders. This style usually leads to long-term and sustainable results.

Competitive style: in this case, the manager resolves the conflict with an emphasis on his own interests and goals, not paying attention to the interests of other parties. He seeks to dominate and win the conflict, making decisions that may be beneficial for his side, but unfavorable for others. This style can be effective in situations where a decision is needed quickly and there is no need to consider long-term consequences, but it can cause disagreement and escalate conflict.

Avoidance style: the manager, using this style, tries to avoid direct confrontation with the conflict and postpones the decision indefinitely. He may refuse to participate in the resolution of the conflict or leave it to other people or authorities. This style can be useful when the conflict does not require urgent resolution or when its resolution is beyond the manager's purview.

Accommodative style: in this case, the manager makes concessions and adapts to the interests of other parties, even if this leads to disadvantageous results for him. He seeks to maintain good relations and avoid conflict, even at the expense of his

own interests. This style can be useful in situations where it is important to maintain a harmonious relationship and minimize disagreements.

The use of a certain style depends on the specific situation, the nature of the conflict, the personal qualities of the manager and the characteristics of the enterprise. An effective manager is able to adapt and combine different styles to achieve the best results in resolving conflicts and creating a positive corporate culture.

Factors influencing the manager's choice of the appropriate behavior style

1. The nature of the conflict

The essence of the conflict may determine the choice of style of behavior of the manager. For example, if the conflict is due to misunderstandings or communication problems, the manager may choose a collaborative or compromise style to find joint solutions. In the case when the conflict is associated with competition for resources, the manager can use the competitive style.

2. Objectives and interests of the parties

The manager can take into account the goals and interests of all parties involved in the conflict. If his goal is to maintain harmonious relations with other participants, he may choose an accommodative style. If it is important to reach agreement and compromise, then a collaborative style may be preferred.

3. Enterprise culture

The organizational culture and values of the enterprise can influence the choice of manager's behavior style. If the corporate culture is focused on cooperation, maintaining good relations and taking into account the interests of all participants, then the manager may prefer a collaborative or compromise style.

4. Level of power and authority

The manager can make decisions depending on his level of power and authority. If he has sufficient authority to make decisions without consulting others, he may adopt a more competitive style. In the event that he must cooperate with other structural units or leaders, a collaborative or compromise style may be more effective.

5. Personal qualities of a manager

Personal qualities, character and experience of the manager can also influence the choice of behavior style. Some managers may be more cooperative and compromise while others may be more confident and assertive in protecting their interests.

The final choice of behavior style depends on the analysis of all the above factors and the manager's desire for the best results in resolving the conflict and maintaining productive relationships in the enterprise. Flexibility and ability to adapt to different situations allow managers to effectively manage conflicts and create a positive working environment.

In order to minimize the presence of conflicts in the enterprise, a conflict manager is needed, because he plays a key role in managing and resolving conflict situations.

A conflict manager is a professional who specializes in managing and resolving conflict situations in a work environment or organization. It plays an important role in preventing and resolving conflicts between various parties such as employees, management, departments or even external partners.

The responsibilities of a conflict manager include:

Conflict Prevention: a conflict manager works to prevent conflict situations by analyzing and identifying potential sources of conflict, and taking steps to prevent them.

Conflict Resolution: when a conflict arises, the conflict manager is actively involved in the resolution process, taking into account the interests and needs of all parties, and helps to find a compromise solution.

Mediation: in case of serious conflicts, when the parties themselves cannot reach an agreement, the conflict manager acts as a neutral mediator who helps to resolve differences and find a mutually acceptable solution.

Counseling and Training: a conflict manager can provide advice and training to employees and managers on conflict management, teaching effective methods of communication and conflict resolution.

Conflict analysis: a conflict manager analyzes conflict situations, identifying causes and consequences, in order to take measures to prevent their recurrence in the future.

The goal of the conflict manager is to create a harmonious and constructive working atmosphere that contributes to the effective work of the team and the achievement of the overall goals of the organization. His ability to effectively manage conflict helps increase productivity and reduce the negative impact of conflict on the enterprise.

In modern business conditions, enterprise management is becoming an increasingly complex and dynamic process. The development of technologies, the globalization of markets, rapidly changing economic and political conditions create new challenges and opportunities for companies. In such a dynamic environment, businesses must be prepared to respond quickly to change and make informed decisions to remain competitive.

Enterprise management includes many aspects such as financial planning, marketing strategies, human resource management, technological innovation and more. In modern conditions, a successful enterprise must be flexible and adaptive, be able to analyze data, predict market trends and build effective development strategies.

Digitalization and technological innovation in enterprise management are key factors that determine the success and competitiveness of modern organizations. In today's business world, where technological advances continue to evolve at a rapid pace, businesses are faced with the need to adopt the latest digital and information technologies to streamline processes and ensure efficient operations.

Digitalization and technological innovation are becoming an integral part of enterprise management in today's business environment. Businesses, recognizing the significance of these factors, are striving to actively apply the latest technologies and innovations to achieve market leadership, customer satisfaction and sustainable development.

Digitization is the process of converting various aspects of activities and processes into a digital format using modern information and communication

technologies. In a business context, digitalization means the introduction of digital tools and technologies to improve and streamline business processes, improve enterprise performance, improve customer interactions, and create new digital products and services.

The main components of digitalization are:

Process automation: digitization allows you to automate many routine and repetitive tasks, which increases productivity and reduces the likelihood of errors.

Data analytics and artificial intelligence: data collection and analysis is becoming a key decision-making tool in the enterprise. The use of artificial intelligence allows you to identify hidden patterns and predict trends based on large amounts of data.

Digital Communications and Engagement: digital communication channels allow an enterprise to effectively interact with customers, partners and employees, providing faster and more convenient communication.

E-Commerce and Digital Marketing: the adoption of digital platforms and online marketing allows businesses to reach a wider audience and increase sales.

Innovative products and services: digitalization creates an opportunity for businesses to develop new digital products and services that were previously unavailable or imperfect.

Digitalization is becoming a necessary component for modern enterprises, as it allows them to quickly adapt to changing market conditions, increase competitiveness and ensure sustainable development in the face of rapid technological progress and the development of the digital economy.

Technological innovations in enterprise management are innovative approaches and methods based on the use of modern technologies and digital solutions to optimize processes and improve management efficiency. Such innovations have become an integral part of modern business, and their implementation is actively used by companies in all areas of activity.

Examples of technological innovations in enterprise management:

The use of cloud technologies for storing and processing data, which reduces the cost of IT infrastructure and ensures the availability of information at any time and from anywhere.

The use of analytical systems and Big Data to analyze large amounts of data, which allows you to get valuable insights and forecasts based on real data and use them to make strategic decisions.

Implementation of business process automation systems that reduce manual work and eliminate human errors, which improves the efficiency and accuracy of tasks.

Development of mobile applications and technologies to improve customer interaction and remote enterprise management.

The use of robotic systems and artificial intelligence to automate production processes, which can increase productivity and reduce costs.

Implementation of the Internet of Things (IoT) to monitor and manage production equipment and enterprise infrastructure in real time.

Technological innovations in enterprise management contribute to increasing competitiveness, streamlining business processes and improving customer experience. They provide companies with new opportunities to grow, develop and adapt to changing market conditions. In the context of rapid technological progress and the development of the digital economy, companies that successfully implement technological innovations in management find themselves in a leading position in the market and are able to achieve sustainable success.

Market globalization is the process of integration and interconnection of the national markets of various countries into a single world market. With the globalization of markets, goods, services, capital and information move much more freely and actively between countries. This process is intensifying with the development of communication and transport technologies, as well as the reduction of customs and other trade barriers between states. The globalization of markets creates opportunities for companies to operate internationally, providing access to new customers and partners, as well as access to new resources and technologies.

International cooperation is a process of cooperation and interaction between companies and organizations from different countries. It can manifest itself in various forms, such as trade, investment, scientific and technical cooperation, exchange of experience and knowledge, partnerships and joint projects. International cooperation allows companies to expand their geography of operations, gain access to new markets and resources, and jointly develop new products and technologies. This process contributes to increasing the competitiveness of companies at the global level and enriching their experience and knowledge through interaction with different cultures and practices.

Aspects of company management related to the globalization of markets and international cooperation:

1. International marketing research

Companies must analyze global markets, understand the characteristics of consumers in different countries, and adapt their marketing strategies to different cultures and regions.

2. Global Pricing

Price management becomes complex given the different currencies and tariff regimes between countries. Companies must balance their competitiveness and profitability in the global market.

3. International supply chain management

With the globalization of markets, companies are faced with a variety of suppliers and transport routes. Efficient supply management is becoming key to ensuring reliable and timely deliveries.

4. Cultural Diversity and Human Resources

International collaboration involves working with multinational teams and cultural differences. Human resource management requires the ability to adapt to a variety of work and communication styles.

5. International law and regulation

Companies must comply with international legal norms and regulations, which can present additional difficulties in managing a business abroad.

6. Risk management

The globalization of markets increases the degree of uncertainty and risk for companies. Risk management is becoming critical to ensure global sustainability.

Companies that successfully manage the globalization of markets and international cooperation have the opportunity to expand their boundaries, improve their competitiveness and succeed in a dynamic and multifaceted global economy. However, for this it is necessary to develop adapted strategies and effective management systems that take into account the specifics of each region and the risks associated with international operations.

Customer orientation in a company is a strategic approach in which all actions and decisions are focused on meeting the needs and expectations of customers. This means that the company actively and systematically analyzes the needs of its customers, strives to provide them with high-quality products and services, and provides excellent after-sales service.

Customer focus is important because:

Satisfied customers are loyal: when a company provides high quality products and quality service, customers remain satisfied and loyal to the brand. Loyal customers not only buy products again and again, but also recommend them to their acquaintances and friends, which contributes to the growth of the customer base.

Increasing competitiveness: companies that actively listen to customer opinion and feedback can quickly respond to market changes and demands. This allows them to develop products and services that meet customer needs better than those of their competitors, thereby increasing their competitiveness.

Increase profits: satisfied customers not only make repeat purchases more often, but are also willing to pay more for products and services. Thus, customer focus can lead to an increase in the overall profit of the company.

Fewer Problems and Risks: when a company proactively communicates with its customers, it can detect product problems and deficiencies early, which allows for timely correction of errors and reduces the potential risks associated with customer dissatisfaction.

Creating a Competitive Advantage: when a company hears its customers, it can develop innovative products and services that differentiate it from its competitors. This creates a competitive advantage and allows you to take a leading position in the market.

Customer orientation becomes the basis for a successful business strategy and contributes to the sustainable development of the company in the long term. This is an important direction of management that allows the company to keep abreast of market changes and customer requirements, which becomes a key success factor in today's business world.

The personalization of company management is a strategic approach in which management and management take into account the individual characteristics and needs of employees when making decisions and developing strategies. This approach is based on the unique characteristics of each employee, and management is tailored to their personal goals, skills, interests and potential.

The main aspects of company management personalization include:

1. Accounting for individual competencies and experience

Personalization of management involves identifying the strengths and skills of each employee and assigning tasks that match their abilities and experience. This allows you to increase work efficiency and motivate employees to achieve high results.

2. Adapting Leadership Styles

Managers who use a personalized approach can change their management style depending on the needs of each employee. They may be more supportive and motivating with those who need support, and more directive with those who show high autonomy.

3. Individual career plans

Personalization of management involves the development of individual career plans for employees. Management helps employees set their career goals and provides them with opportunities for development and professional growth.

4. Respect and recognition

The personalized approach also includes respect and recognition for the achievements of each employee. This can be expressed through praise, rewards or promotions for good performance.

Personalization of company management contributes to strengthening the motivation of employees, increasing the level of trust and loyalty to the company, as well as increasing the overall productivity and efficiency of business processes. When employees feel that their individual needs and values are taken into account in management, they are more committed to the company and willing to put in more effort to achieve common goals.

Sustainability and environmental responsibility in a company means taking active measures to minimize the negative impact of business processes on the environment and society as a whole. These concepts suggest that the company not only seeks financial profit, but also considers the social and environmental aspects of its activities.

The main aspects of sustainability and environmental responsibility in the company:

Environmental Standards: companies must comply with strict environmental standards in the manufacture of its products and services. This may include reducing emissions of harmful substances, efficient use of energy, waste management and other measures to reduce the negative impact on the environment.

Social Responsibility: companies must also be responsible to society and take into account the interests of its stakeholders such as customers, employees, suppliers and the community at large. This may include providing safe working conditions, fair employment conditions, supporting local communities and other social initiatives.

Innovation and technology: companies committed to sustainability must look for innovative solutions and apply environmentally friendly technologies. Investments in research and development of new environmental products and processes help to reduce the negative impact on the environment.

Transparency and accountability: sustainable companies are also open and accountable about their environmental and social initiatives. They provide

information about their sustainability efforts and report regularly on their achievements and progress.

Sustainability and environmental responsibility are becoming increasingly important factors in attracting customers, building a company's reputation and remaining competitive in the marketplace. Companies that effectively integrate sustainability principles into their operations can create meaningful benefits for society and nature, as well as ensure their long-term success.

So, we can conclude that customer orientation, personalization of management, sustainability and environmental responsibility are important aspects of modern business management.

By embracing these principles, companies can improve their competitiveness, enhance their reputation, and contribute to a more sustainable and responsible future. These values are increasingly valued by customers, investors, and other stakeholders, making them integral to the success and long-term viability of businesses in the rapidly changing global marketplace.

Flexibility and adaptability in the management of the company means the ability of the organization to quickly respond to changes in the external and internal environment, as well as the willingness to adapt to new conditions and requirements. These features are key to the successful functioning of companies in today's business world, where competition and the dynamism of the environment are constantly increasing.

Flexibility in management implies the presence of adaptive processes and structures that allow you to quickly change business models, strategies and tactics depending on changing conditions. This includes the ability to rapidly innovate, redesign manufacturing processes and respond to customer needs.

Adaptability, in turn, means the company's ability to adapt to new realities and changes without losing efficiency and effectiveness. This includes a willingness to train and develop staff, flexibility in decision-making, and a willingness to review strategic goals and priorities.

Examples of flexibility and adaptability in company management

Flexibility in production processes: an electronics company has flexible production lines that can quickly switch to new models of smartphones, tablets or laptops depending on changing market requirements.

Agility in strategic planning: an IT company has a strategic plan that is regularly updated and revised in line with market dynamics and technology trends. It is ready to respond quickly to new opportunities and changes in the industry.

Flexible working conditions: a telecommunications company provides its employees with the opportunity to work flexibly - remotely or in a hybrid format. This allows employees to better balance work and personal responsibilities, and also attracts talented professionals who are not tied to a particular office.

Readiness for changes in customer needs: a retail company actively uses customer purchase data and conducts regular surveys to determine customer needs and preferences. It quickly responds to changes in demand by introducing new products and services.

Adapting to new technologies: a software development company invests in research and development to master new technologies such as artificial intelligence or blockchain. It actively adapts to rapidly changing technology trends to stay at the forefront of the industry.

These examples show that flexibility and adaptability in company management allow it to effectively adapt to changes in the external environment and quickly respond to new opportunities and challenges. This contributes to the sustainable development of the company and the creation of a competitive advantage in the market.

Companies that are flexible and adaptable are better able to cope with the uncertainty and complexity of today's business environment. They are able to quickly respond to market changes, technological innovations and customer needs, which helps them maintain a competitive edge and achieve long-term success.

Knowledge and intellectual capital management in a company are the processes, methods and strategies that allow an organization to effectively manage

the information, experience, knowledge and skills of its employees, as well as other resources that promote innovation and create competitive advantages.

The main aspects of knowledge and intellectual capital management in a company include:

1. Collection and storage of information

The company actively collects, structures and stores information about its activities, customers, products and the market. This may include databases, knowledge management systems and other tools.

2. Exchange of knowledge and experience

The organization stimulates the exchange of knowledge and experience between employees, creating conditions for communication, training, mentoring and collaboration.

3. Creating Innovation

Intellectual capital management contributes to the development of innovations and new ideas that can improve the company's efficiency and competitiveness.

4. Intellectual Property Protection

The Company is committed to protecting its intellectual property, such as patents, copyrights, and trademarks, to prevent unauthorized use of its technology and knowledge.

5. Using data analytics

The organization uses data analytics to analyze information, identify trends, and make informed decisions based on knowledge.

It is also important to note that effective knowledge and intellectual capital management allows a company to optimize its business processes, make informed decisions, develop innovatively and adapt to changes in the external environment. This can be a key success factor and create a competitive advantage in the market.

Examples of knowledge and intellectual capital management in a company

Building a Knowledge Base: a company can create a centralized knowledge base where employees can share their experiences, best practices, task instructions,

and other useful content. For example, in IT companies, such databases may contain information about software development and technical problem solving.

Training and development: knowledge management may include training and development programs for employees to help improve their qualifications and skills. For example, companies can provide access to online courses and training programs to develop the professional skills of employees.

Communication and Collaboration: knowledge Management promotes information sharing and collaboration between different departments and employees. For example, companies can use collaborative platforms to communicate and work on projects.

Intellectual Property Protection: companies actively take care to protect their intellectual property, such as patents, copyrights, and trademarks. This helps prevent unauthorized use and copying of company technology or products.

Using data to make decisions: knowledge management can also involve using data analytics to analyze information and make informed decisions. For example, companies can use market and consumer data to determine their marketing and sales strategy.

These examples show how knowledge and intellectual capital management can contribute to the efficient functioning of the company, increase the productivity of employees and create competitive advantages in the market. This is an important aspect in modern business, allowing companies to be more flexible, adaptive and successful in a rapidly changing economic environment.

In today's business environment, which is characterized by rapid technological change, globalization of markets and constantly changing customer needs, the successful functioning and development of enterprises become especially important tasks. More and more companies are realizing the need to adapt to change, be flexible and innovative in order to compete and stay at the forefront of their industry.

To ensure successful operation and development, enterprises must consider many aspects, including effective resource management, customer focus, sustainability and environmental responsibility, flexibility and adaptability to a

changing business environment, knowledge and intellectual capital management. These aspects are interrelated and together determine the success of enterprises in modern conditions.

The successful operation and development of enterprises in the modern business environment depends on a number of key factors that ensure the competitiveness and sustainability of companies.

The main aspects that play an important role in achieving success:

1. Efficient resource management

Companies must optimize the use of their resources such as labor, finance, technology and time. Efficient resource management allows you to increase productivity, reduce costs and improve the quality of products or services.

2. Customer orientation

Understanding and satisfying customer needs are key to attracting and retaining a customer base. Successful companies actively research the market, analyze customer feedback, and base their strategies on customer needs and preferences.

3. Innovation and adaptability

In today's rapidly changing business environment, companies must be ready to innovate and change. Flexibility and adaptability allow companies to quickly respond to new market demands and quickly implement new ideas and technologies.

4. Sustainability and environmental responsibility

Companies are increasingly aware of the importance of sustainability and environmental responsibility. Integrating environmental aspects into business processes and adopting sustainable practices help not only reduce the negative impact on the environment, but also attract new customers and investors.

5. Knowledge and intellectual capital management

Successful companies understand the value of knowledge and intellectual capital and actively invest in research and development, employee training and the development of innovative approaches.

6. Globalization of markets and international cooperation

Companies that actively participate in global markets and develop international cooperation gain access to new markets, customers and resources, which contributes to their growth and development.

7. Control personalization

Successful companies pay attention to the personalization of management, adapting the approach to each employee in order to maximize their potential and motivate them to achieve outstanding results.

Comprehensive and effective management of all the above aspects allows enterprises to be competitive, succeed and continue to develop in today's business environment.

The main aspects that affect the success of an enterprise in a competitive business environment:

- Innovation and adaptability
- Customer orientation
- Efficient resource management
- Quality control
- Marketing and sales
- Knowledge and intellectual capital management
- Flexibility and adaptability
- Sustainability and environmental responsibility
- International cooperation and globalization
- Control personalization

These aspects together determine the success of an enterprise in a competitive business environment and contribute to its growth, development and strengthening of market positions.

It can be concluded that the successful functioning of an enterprise in a modern business environment is the result of an integrated approach to management. The competitive business environment is constantly changing and businesses must be prepared to adapt to new conditions, be flexible and innovative. Customer focus,

effective resource management, marketing strategies, knowledge and intellectual capital management, sustainability and environmental responsibility - all these aspects play a key role in achieving the success of an enterprise. It is important to note that the successful functioning of an enterprise in today's business environment requires a balanced approach to management, adaptability to change and constant striving for innovation and improvement. This allows the company to remain competitive and successful in a dynamic and competitive market environment.

CHAPTER 2

ENTERPRISE MANAGEMENT ANALYSIS OF HUAWEI TECHNOLOGIES CO LTD

2.1 General organizational and economic characteristics of the enterprise

Huawei Technologies Co., Ltd. is a global technology company headquartered in Shenzhen, Guangdong, China. It was founded in 1987 by Ren Zhengfei and has since grown to become one of the world's leading providers of telecommunications equipment, consumer electronics, and enterprise solutions. «Huawei's vision and mission is to bring digital to every person, home and organization for a fully connected, intelligent world. Based on the company's vision and mission, Huawei has developed its sustainability strategy, considering sustainability to be one of its priorities and incorporating it into the company's overall development strategy» Retrieved from <https://www.huawei.com/cn/>



Figure 2.1 - Huawei Technologies Co., Ltd [30]

Huawei Technologies Co., Ltd. has a remarkable history of development and success since its establishment in 1987 by Ren Zhengfei.

1. Founding and Early Years

Huawei was founded in Shenzhen, China, as a small private company focused on selling telecommunications equipment. Ren Zhengfei, a former engineer in the People's Liberation Army, led the company with a vision to create a world-class technology firm.

2. Expansion in the Chinese Market

In the 1990s, Huawei expanded its presence in the Chinese market and began manufacturing its own telecommunications equipment. The company gained recognition for providing high-quality products at competitive prices, which helped it secure contracts with major Chinese telecom operators.

3. International Expansion

By the late 1990s and early 2000s, Huawei started venturing into international markets. The company established subsidiaries in several countries and regions, including Europe, Asia, Africa, and Latin America. Its cost-effective solutions and commitment to innovation enabled Huawei to compete with established global players.

4. Focus on Research and Development

Huawei's success is attributed to its heavy investment in research and development. The company focused on developing cutting-edge technologies, including 3G and 4G networks, and later became a key player in the development of 5G technology.

5. Global Recognition and Growth

Over the years, Huawei's reputation as a technology leader grew significantly. It gained recognition for its innovative products, particularly in the telecommunications and smartphone industries. Huawei's smartphones gained popularity worldwide, competing with established brands like Samsung and Apple.

6. Challenges and Controversies

As Huawei's global footprint expanded, it faced challenges, especially in some Western countries. Concerns were raised about the company's close ties with the Chinese government and allegations of security risks associated with its telecommunications equipment.

7. Leadership in 5G Technology

Huawei emerged as a leader in 5G technology development and played a crucial role in the deployment of 5G networks in various countries.

8. Diversification

Huawei expanded its portfolio beyond telecommunications equipment and smartphones. The company ventured into cloud computing, IoT devices, artificial intelligence, and smart devices for homes and businesses.

Despite the challenges and controversies, Huawei continued to innovate and invest in emerging technologies. Its commitment to research and development allowed it to stay at the forefront of the global technology landscape. As of my last knowledge update in September 2021, Huawei remains one of the world's leading technology companies, contributing to the advancement of digital connectivity and transformation on a global scale.

Table 2.1 - The main characteristics of the company

Type	Private company
Year of foundation	1987
Founders	Zhen Zhengfei
Location	China :Shenzhen
Industry	Telecommunications
Products	Telecommunication equipment
Equity	3 233 \$.
Number of employees	207 000
Total R&D investment	977.3 billion
Active patents	120,000+
Website	https://www.huawei.com/cn/

Source: compiled by the author based on [30]

Huawei Technologies Co., Ltd. is a global technology company known for offering a wide range of products and solutions across various sectors.

1. Telecommunications Equipment: Huawei is renowned for its telecommunications infrastructure equipment, including base stations, antennas, routers, switches, and optical transmission systems. The company's telecommunications solutions support 2G, 3G, 4G, and 5G networks, enabling high-speed and reliable communication services for telecom operators worldwide.

2. Smartphones and Mobile Devices: Huawei is a significant player in the smartphone market, offering a diverse range of smartphones catering to various customer segments. Their smartphones are known for their cutting-edge technology, innovative camera systems, and sleek designs. The company also produces tablets, wearables, and other mobile devices.

3. Cloud Computing: Huawei provides cloud computing solutions, including cloud infrastructure, storage, and cloud services. Its cloud offerings cater to enterprises and government organizations, enabling them to build, deploy, and manage applications and services in the cloud.

4. Enterprise Networking Solutions: Huawei offers a comprehensive range of enterprise networking products, including switches, routers, Wi-Fi solutions, and security appliances. These solutions help businesses build reliable and secure network infrastructures for various applications.

5. Data Centers and IT Infrastructure: Huawei provides data center solutions, including servers, storage systems, and management software. These solutions are designed to optimize data center operations, enhance resource utilization, and enable efficient data processing.

6. Internet of Things (IoT) Devices: Huawei develops IoT devices, such as IoT gateways, sensors, and modules, for various industries and applications, including smart cities, transportation, agriculture, and industrial automation.

7. Artificial Intelligence (AI) and Analytics: Huawei integrates AI technologies into its products and solutions to enhance performance, efficiency, and user experience. AI-powered features are implemented in smartphones, cloud services, and other products.

8. Smart Home Solutions: Huawei offers smart home solutions that include smart home hubs, smart speakers, and other connected devices to create an interconnected and intelligent living environment.

9. Consumer Electronics: Besides smartphones and tablets, Huawei produces a range of consumer electronics, including laptops, smartwatches, fitness bands, and audio accessories.

Huawei's diverse portfolio of products and solutions reflects its commitment to innovation and technological advancements. The company's offerings are widely used by consumers, enterprises, and telecom operators globally, making Huawei a significant player in the global technology industry. However, it's essential to note that the availability and range of products may vary depending on the region and regulatory restrictions in different countries.

A quality policy is a formal statement or document issued by an organization's top management that outlines the company's commitment to providing high-quality products or services to its customers. It serves as a guide for the organization's quality objectives and provides a framework for the implementation of a quality management system.

Huawei Technologies Co Ltd is committed to the quality of its products, as ensuring a high level of quality is a key priority for the company. Product quality plays a decisive role in meeting the needs and expectations of customers, ensuring long-term relationships with them and maintaining the company's reputation in the market. «Always keep in mind that quality is the foundation of Huawei's survival, and the reason for the customer to choose Huawei. We communicate customers' requirements and expectations to the entire value chain of Huawei accurately, to build quality together; We respect rules and processes and do things right the first time; We fulfill potential of employees around the globe for continuous improvement; We work with customers to balance opportunities and risks, quickly responding to their needs and achieving sustainable growth. We undertake to provide customers quality-assured products, services, and solutions and consistently enable customers to experience our commitment in creating value for each of them» [21].

2.2 Analysis of the main indicators of financial and economic activity

Financial and economic activity is one of the main aspects of the functioning of the enterprise, which determines its stability, profitability and competitiveness in the market. Analysis of the main indicators of the financial and economic activities of the enterprise allows you to study its financial condition, evaluate the efficiency of resource use and identify potential risks and problems.

The main purpose of the analysis of financial and economic activity is to identify the strengths and weaknesses of the enterprise, as well as the development of recommendations and strategies to improve financial performance and ensure sustainable development. An important aspect of the analysis is the comparison of financial results with previous periods, as well as comparison with similar enterprises in the industry.

Table 2.2 - Key Performance Indicators

Year	Revenue, billion \$	Net profit, billion \$
2006	8,06	-
2007	12,5	-
2008	23,3	1,15
2009	21,5	2,7
2012	46,5	-
2016	75,103	5,335
2017	92	-
2018	107	8,8
2019	131,5	9,58
2020	136,7	9,9
2021	139,6	17,8
2022	104,3	35,6

Source: compiled by the author based on [32]

Analysis of table 2.2 allows us to draw the following conclusions:

Huawei Technologies Co Ltd's revenue has grown significantly over time. From 2006 to 2020, revenue increased from \$8.06 billion to \$136.7 billion. This indicates that the company has successfully developed and increased sales of its products and services. Huawei's profit figures also show a positive trend. In 2008, the

company made a profit of \$1.15 billion, and by 2020 the figure was \$9.9 billion. This indicates that the company successfully managed its finances and ensured stable profitability of its activities. From 2012 to 2020, the company demonstrated stable results, exceeding revenues of tens of billions of dollars and having a significant profit. This indicates the stability and reliability of Huawei's business during this period. The company shows steady growth in both revenue and profit. This indicates that it successfully adapts to changing market conditions and effectively manages its resources.

In the beginning of 2012, the company had over 110,000 employees, and by 2017, this number had increased to 180,000 employees. By 2010, the company had 8 regional offices and about 100 branches worldwide. Huawei operates 20 research centers in different countries, including China, the USA, Germany, Turkey, India (Bangalore), and Sweden (Stockholm). The company has established joint innovation centers with major global telecom operators such as Vodafone Group, BT Group, Telecom Italia, France Telecom, Telefonica, and Deutsche Telekom. In 2006, Huawei demonstrated growth in the next-generation networks segment, including 3G networks. Annually, Huawei invests at least 10% of its contract revenue (1.26 billion USD) in research and development, making it one of the leading companies globally in terms of patent applications, ranking 13th with 26.8 thousand filed patents. In 2007, approximately 72% of Huawei's contracts were signed in international markets. In the mobile communication segment, 45% of all new contracts were for UMTS/HSDPA infrastructure, and 44.8% were for CDMA networks. Huawei serves 35 out of the world's top 50 telecommunications operators. In 2007, the company signed 34 contracts in the managed services field, including contracts with Vodafone, China Mobile, Etisalat, and MNT Group. In 2008, Huawei's operating profit margin increased from 3% to 13%. In 2012, the company's turnover reached 46.5 billion dollars, with a workforce of 170,000 employees. By 2016, Huawei's revenue had reached 75.103 billion dollars, with an operating profit of 6.842 billion and a net profit of 5.335 billion. The company sold 139 million smartphones. In 2017, Huawei's revenue reached 92 billion dollars, with a 15% increase in total sales and

153 million smartphones sold. In 2018, the company's revenue reached 107 billion dollars, with a profit of 8.8 billion dollars, and over 200 million smartphones were sold. In 2020, the revenue from sales amounted to 891.4 billion yuan (136.7 billion USD), a 3.8% increase from 2019, and the net profit reached 64.6 billion yuan (9.9 billion USD), surpassing the previous year's figures by 3.2%.

In 2021, Huawei's revenue reached US\$136.9 billion, and its net profit reached US\$17.8 billion. By 2022, the company's revenue had decreased to US\$104.3 billion, and its net profit had decreased to US\$35.6 billion. This was due to a number of factors, including the US ban on Huawei products, the COVID-19 pandemic, and the global chip shortage.

In 2022, the company introduced a “survival mode”, which implies a reduction in spending on unprofitable projects: Huawei will reduce investment in research and development and even plans to leave several countries of the world and simultaneously repatriate its Chinese employees. This is Huawei's third "survival mode" in the past two years. In general, the analysis of these indicators indicates the stable growth and successful operation of Huawei Technologies Co Ltd, which makes it one of the leading players in the industry and confirms its position in the global market.

Analysis of the external environment of the enterprise is the process of studying and evaluating factors and events that are outside the organization, but have an impact on its activities. The purpose of this analysis is to identify opportunities and threats that can affect the business and help make the right strategic decisions.

An analysis of the external environment helps the enterprise to understand what opportunities can be used to develop and improve the business, as well as what threats need to be considered and how they can be effectively countered. This process allows the enterprise to be more adaptive and ready for changes in the market, which contributes to its competitiveness and success in the long term.

Analysis of the internal environment of a company is the process of studying and evaluating various aspects and characteristics of a company that can affect its operation, success and efficiency. This type of analysis is carried out within the

company and covers aspects such as organizational structure, resources, processes, management, culture, personnel and other internal factors.

Table 2.3 - Analysis of the external environment of Huawei Technologies Co Ltd

Environmental factors	Impact on Huawei Technologies Co Ltd
Political factors	Laws and regulations in different countries may affect business opportunities and international contracts.
	Geopolitical conflicts and sanctions can have a negative impact on markets and business expansion opportunities.
Economic forces	The global economic environment can affect the demand for the company's products and services.
	Exchange rates and inflation can affect a company's financial stability and operating profit.
Sociocultural factors	Cultural differences and consumer preferences in different regions may require adaptation of products and marketing strategies.
	Societal trends and consumer technology needs can influence the demand for a company's products.
Technological factors	The development of new technologies and innovations can create new opportunities for the development of products and services.
	The rapid development of technology can lead to obsolescence of products and require constant updating of the range.
Environmental factors	Increased attention to environmental responsibility may require compliance with strict environmental standards.
	Environmental issues and natural disasters can affect a company's logistics and supplies.
Legal factors	Changes in legislation and tax rules may affect the company's financial performance.
	Protecting intellectual property and complying with international trade rules can be important aspects for a company.
Competitive	Actions of competitors, market shares, strategies.
	Determination of competitive advantage, reaction to competition, planning of marketing and sales strategies.

Source: compiled by the author based on [26]

Organizational culture analysis is the process of examining and evaluating the values, behavioral norms, customs, attitudes, and characteristics of the working environment within an organization. Organizational culture describes "the way we do things here" and has a significant impact on employee behavior and motivation, communication, decision making, and the overall success of an organization.

The Board of Directors (BoD) is «the supreme body responsible for corporate strategy, operations management and customer satisfaction. The mission of the Board of Directors is to lead the company forward»[38]. It exercises decision-making

authority regarding corporate strategy and operations management, and ensures the protection of the interests of clients and shareholders.

In 2022, BoD held 11 meetings. At the meetings, BoD reviewed and approved such issues as the company's medium and long-term strategic plan, as well as the company's annual business plan, audit report, profit distribution and capital increase.

BoD consists of 17 members who are elected by the Commission and then voted at the shareholders' meeting. In March 2023, a new board of directors was elected, resulting in a new set of permanent and alternate directors.

Members of the current BOD are:

1. Chairman: Mr. Liang Hua
2. Deputy Chairs/Rotating Chairs: Mr. Xu Zhijun, Mr. Hu Houkun, and Ms. Meng Wanzhou
3. Executive directors: Mr. Wang Tao, Mr. Zhang Ping'an, Mr. Yu Chengdong, and Mr. Li Jianguo
4. Directors who will attend BOD Executive Committee meetings as non-voting attendees: Ms. He Tingbo and Mr. Zheng Liangcai
5. Directors: Mr. Ren Zhengfei, Mr. Tao Jingwen, Mr. Peng Bo, Mr. Zha Jun, Mr. Hou Jinlong, Mr. Yang Chaobin, and Mr. Ying Weimin

The Supervisory Board exercises the authority of oversight on behalf of the company's shareholders. The Supervisory Board is responsible for the company's survival, development, and long-term prospects.

Members of the new Supervisory Board are:

1. Chairman: Mr. Guo Ping
2. Deputy Chairman: Mr. Li Jie
3. Executive members: Ms. Chen Lifang, Mr. Yao Fuhai, Mr. Li Dafeng, Mr. Li Yingtao, and Mr. Ma Qingqing
4. Members: Mr. Song Liuping, Mr. Ren Shulu, Mr. Tian Feng, Mr. Peng Zhongyang, Ms. Shi Yanli, Ms. Yang Li, Mr. Lyu Ke, and Mr. Li Peng

The Shareholders' Meeting, the company's authoritative body, comprises two shareholders: the Union and Mr. Ren Zhengfei.

An independent auditor is responsible for auditing a company's annual financial statements. In accordance with applicable accounting standards and audit procedures, the independent auditor expresses an opinion as to whether the financial statements are true and fair. KPMG has been Huawei's independent auditor since 2000.



Figure 2.2 - Features of corporate governance

Source: compiled by the author based on [30]

Analysis of the internal environment of Huawei Technologies Co Ltd includes the study and evaluation of key aspects such as customers, marketing strategies, products and competitors.

Table 2.4 - Analysis of the internal environment of the company

Aspect	Description
Clients	Huawei has a wide customer base in various countries around the world, including telecom operators, corporate clients and private consumers. The company actively cooperates with major telecom operators such as Vodafone, BT Group, Telecom Italia, Telefonica, and others.
Marketing	Huawei actively promotes its products and solutions in the global market through large-scale advertising campaigns, participation in exhibitions and forums. The company pays attention to strategic marketing and product adaptation to different regions and customers.
Products	Huawei offers a wide range of products and solutions in the field of telecommunications, information technology, network solutions, cloud services, smart home and other fields. The company actively invests in research and development of new products.
Competitors	In the telecommunications and information technology industry, Huawei competes with other major technology companies such as Apple, Samsung, Cisco, Nokia, Ericsson, and others. Competition in the smartphone and telecommunications equipment market is bright and intense.

Source: compiled by the author based on 30

The company has a wide customer base and actively cooperates with major telecom operators around the world. In the field of marketing, Huawei actively

promotes its products and solutions in the global market and pays attention to adapting products to different regions and customers.

The company offers a wide range of products and solutions in the field of telecommunications, information technology, network solutions and other areas. It actively invests in research and development of new products, which allows it to remain an innovative market leader.

However, the field of competition is also a strength of the company, as there are other large technology companies in the telecommunications and information technology industry that Huawei competes with for the market. Ongoing collaborations with major carriers and continuous investment in research and development enable Huawei to compete successfully and remain a leader in its industry.

Table 2.5 - SWOT Analysis of Huawei Technologies Co Ltd

Strengths	Weaknesses
Technological innovation: Huawei is known for its cutting-edge developments in telecommunications and information technology. World leader: The company occupies one of the leading positions in the market of telecommunications equipment and smartphones. Global presence: Huawei has a wide network of branches and representative offices in various countries around the world. Research and Development: The company invests heavily in the research and development of new technologies and products. Product Quality: Huawei products are known for their high quality and reliability.	Chipset dependency: The lack of in-house chipset manufacturing leaves the company vulnerable to sanctions and supply restrictions. Security Criticism: Some countries have raised concerns about possible vulnerabilities in Huawei's cybersecurity products. Lack of Access to Certain Markets: Due to political restrictions, Huawei is unable to fully operate in certain markets, limiting its growth potential.
Opportunities	Threats
5G Development: The introduction of 5G technology provides new opportunities for Huawei to develop and supply related equipment. Emerging Markets: Developing countries provide new markets for Huawei to expand its business. Computer services and cloud technologies: The company can develop its own cloud services and solutions to increase revenues. Carrier partnerships: Collaboration with global carriers can provide a company with access to new markets and projects.	Geopolitical Risks: The Company faces risks due to geopolitical tensions and sanctions from certain countries. Competition: The telecommunications equipment and smartphone market is highly competitive, which can put pressure on prices and margins. Intellectual Property: Huawei faces risks of intellectual property infringement and lawsuits from competitors. Cyber Security: Rising cyber attacks and criticism of product security can affect customer confidence in a company.

Source: compiled by the author based on [30]

A SWOT analysis of a company is done to assess its strengths and weaknesses, as well as the opportunities and threats that it may face in the market and external environment. It is one of the key strategic planning tools and helps to identify the main aspects that affect the success or failure of the company.

SWOT analysis allows you to identify key aspects that can affect the success and development of Huawei Technologies Co Ltd, as well as help develop effective strategies to achieve its goals and sustainable development in the market.

PEST-analysis of the company is done to assess the external environment that affects its activities. The analysis includes the study of political, economic, social and technological factors that may affect the company and its business environment. PEST analysis allows you to identify key external factors that can represent both opportunities and threats for the company. The analysis also makes it possible to identify potential risks and problems that may arise externally and develop appropriate action plans to manage them. PEST analysis is an important tool for strategic planning and decision making in a company.

Table 2.6 - PEST analysis of Huawei Technologies Co Ltd. Evaluation of the importance of factors

Political		Economical	
Factor	The influence	Factor	The influence
Laws and regulations	1	Exchange rates	3
Geopolitical conflicts	2	Inflation	3
Sanctions	2	Unemployment rate	1
Social and cultural		Technological	
Factor	The influence	Factor	The influence
Cultural differences and consumer preferences	2	The level of technological development of the industry	3
Low level of working conditions and safety equipment	2	The speed of updating and mastering new technologies	3
Demographic changes	2	Research and development costs	2

Source: compiled by the author based on [26]

PEST analysis allows us to draw the following conclusions.

The most significant political factor influencing the company is the exchange rates, with a weight of 0.52. Geopolitical conflicts and sanctions also hold

considerable importance with a weight of 0.27 each. Laws and regulations have a lower weight of 0.11, indicating they have a relatively lower impact.

Exchange rates and inflation are the most influential economic factors, with weights of 0.52 and 0.46, respectively. Unemployment rate has the least impact with a weight of 0.09.

Table 2.7 - The significance of factors taking into account the probability of changes

Factor	The influence of the factor	Expert evaluation				Average score	Estimate adjusted for weight
		1	2	3	4		
Political							
Laws and regulations	1	2	4	3	2	2,75	0,11
Geopolitical conflicts	2	5	4	5	5	3,5	0,27
Sanctions	2	4	2	3	5	3,5	0,27
Economical							
Exchange rates	3	4	5	5	4	4,5	0,52
Inflation	3	5	4	4	3	4	0,46
Unemployment rate	1	2	4	1	2	2,25	0,09
Social and cultural							
Cultural differences and consumer preferences	2	3	2	3	3	2,75	0,21
Low level of working conditions and safety equipment	2	4	2	2	3	2,75	0,21
Demographic changes	2	2	3	2	3	2,5	0,19
Technological							
The level of technological development of the industry	3	4	5	3	2	3,5	0,40
The speed of updating and mastering new technologies	3	5	4	3	3	3,75	0,43
Research and development costs	2	3	2	3	4	3	0,23
In total	26					41	

Source: compiled by the author based on [26]

Next, we fill in table 2.8 according to the obtained results.

Table 2.8 - Evaluation of the importance of factors taking into account the weight

Political		Economical	
Factor	Bara	Factor	Bara
Laws and regulations	0,11	Exchange rates	0,52
Geopolitical conflicts	0,27	Inflation	0,46
Sanctions	0,27	Unemployment rate	0,09
Social and cultural		Technological	
Factor	Bara	Factor	Bara
Cultural differences and consumer preferences	0,21	The level of technological development of the industry	0,40
Low level of working conditions and safety equipment	0,21	The speed of updating and mastering new technologies	0,43
Demographic changes	0,19	Research and development costs	0,23

Source: compiled by the author based on [26]

The most significant social and cultural factor is cultural differences and consumer preferences, with a weight of 0.21. Both low level of working conditions and safety equipment and demographic changes have the same weight of 0.19.

The level of technological development of the industry and the speed of updating and mastering new technologies are the most influential technological factors, with weights of 0.40 and 0.43, respectively. Research and development costs have a lower weight of 0.23.

The total weight of all factors considered in the PEST analysis is 41, highlighting the significance of these factors in influencing Huawei's business operations.

These results indicate that exchange rates, geopolitical conflicts, inflation, and the level of technological development in the industry are the most critical factors influencing Huawei Technologies Co Ltd. The company should closely monitor these factors and develop appropriate strategies to mitigate any potential risks and capitalize on opportunities presented by these factors in the external environment.

Huawei Technologies Co Ltd's main competitors are Samsung, Apple, Xiaomi and Oppo, as these companies are also leaders in the mobile device and technology market. Each of these competitors has their own strengths that allow them to successfully compete with Huawei:

As one of the world leaders in smartphones and electronics, Samsung has a wide range of products and a strong marketing strategy, making it a serious competitor for Huawei.

Apple is also a major player in the smartphone and technology market. The company has a huge loyal user base and focuses on high quality and innovative products.

Xiaomi is positioned as a manufacturer of affordable and technological devices, attracting many users in various regions of the world, including in developing countries.

Oppo is known for its quality smartphones with a focus on cameras and design. The company is actively expanding in global markets.

Huawei competes with these companies on the global stage and is constantly striving to offer new innovative products and technologies in order to maintain and increase its market share. Strong competition in this industry stimulates each of the participants to develop, offering consumers a higher level of quality and functionality of their products.

To analyze the position of Huawei Technologies Co Ltd in the market, we have selected the following indicators for comparison:

1. Market Share

This indicator shows the percentage of the total market that Huawei holds compared to its competitors. A higher market share indicates a stronger presence and dominance in the industry.

2. Research and Development (R&D) Investment

The amount of investment Huawei allocates to R&D activities reflects its commitment to innovation and technological advancements, which can be a competitive advantage.

3. Customer Satisfaction

4. Brand Reputation

The reputation and perception of the Huawei brand in the market can influence customer loyalty and attract new customers.

5. Product Portfolio

The diversity and competitiveness of Huawei's product portfolio, including smartphones, telecommunications equipment, and other technological solutions, play a significant role in its market position.

6. Competitive Advantage

Identification of Huawei's unique strengths and competitive advantages in comparison to its rivals is essential in understanding its differentiation in the market.

By analyzing these key indicators, we can gain a comprehensive understanding of Huawei's position in the market and its competitive strengths and weaknesses. This analysis will help in making informed decisions to further enhance Huawei's market position and strategic planning for future growth.

Table 2.9 - Indicators of the enterprise's competitiveness

Parameter	Weight factor	Rating					Weighted assessment				
		Hua wei	Samsu ng	Apple	Xiaom i	Oppo	Huawei	Samsu ng	Apple	Xiaomi	Opp o
Market Share	0,2	5	5	5	5	5	1	1	1	1	1
Research and Development (R&D) Investment	0,2	5	5	3	5	5	1	1	0,6	1	1
Customer Satisfaction	0,2	5	5	5	5	5	1	1	1	1	1
Product Portfolio	0,15	5	5	5	5	3	0,75	0,75	0,75	0,75	0,45
Brand Reputation	0,2	4	4	5	3	3	0,8	0,8	1	0,6	0,6
Competitive Advantage	0,2	5	5	5	4	3	1	1	1	0,8	0,6
In total	1,4	29	29	28	27	24	5,55	5,55	5,35	5,15	4,65

Source: compiled by the author based on [30]

Graphically obtained assessment results can be presented using the polygon of competitiveness (Pic. 2.2).

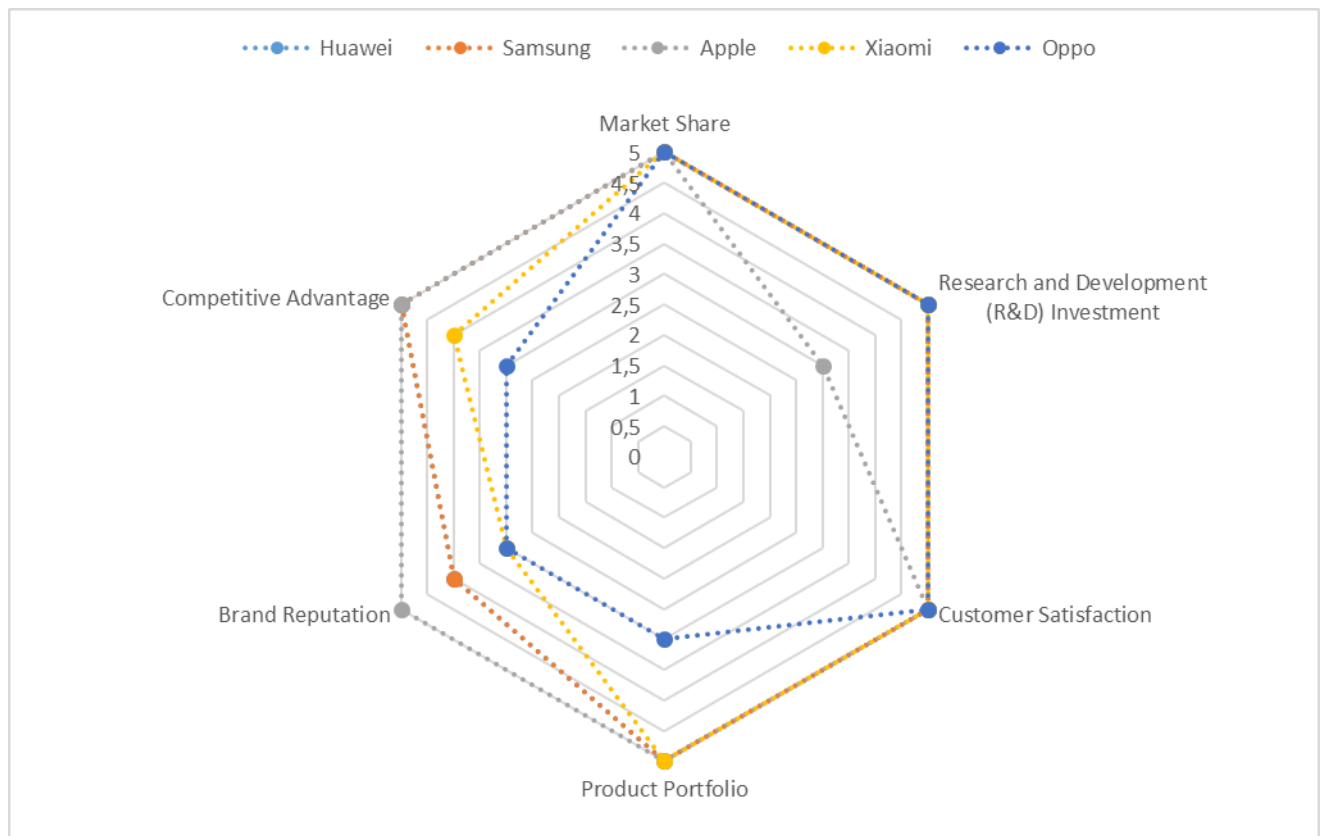


Figure 2.3. - Polygon of competitiveness

Based on the analysis of the competitiveness indicators in Table 2.9 and picture 2.3, we can make the following conclusions:

Huawei and Samsung emerge as the top competitors, both receiving a total weighted assessment of 5.55 out of 7. Apple closely follows with a total rating of 5.35. Xiaomi and Oppo also demonstrate strong competitiveness but have slightly lower total ratings of 5.15 and 4.65, respectively.

The analysis shows that Huawei is a highly competitive company with strengths in market share, R&D investment, customer satisfaction, and competitive advantage. However, Samsung and Apple remain strong competitors with impressive performances in various areas. Xiaomi and Oppo also demonstrate their competitive abilities, but there is room for further improvement in certain aspects.

Overall, the findings indicate that Huawei remains a significant player in the competitive landscape, showcasing its capabilities to compete effectively with other major players in the market.

Based on the analysis of key performance indicators, competitive factors, and market position, it is evident that Huawei Technologies Co Ltd is a highly competitive and innovative company in the global market. With consistent revenue growth, significant investments in research and development, and a diverse product portfolio, Huawei has established itself as a major player in the technology industry. The company's strong market share and customer satisfaction ratings further reinforce its competitive position. While facing competition from other tech giants like Samsung and Apple, Huawei continues to demonstrate its ability to maintain a leading position and remains well-positioned for future growth and success.

2.3 Analysis of the features of enterprise management

Enterprise management is a complex and multifaceted process that covers many aspects of organizational activity. In today's business environment, when faced with rapid technological change, globalization of markets, and growing consumer

demands, businesses are forced to adapt and adopt innovative management approaches.

Features of strategic planning at Huawei Technologies Co Ltd

Global Presence: the company actively develops its strategy with the global market in mind. It has offices and representative offices in many countries and actively cooperates with international partners. This allows the company to take into account various cultural and regional characteristics, as well as quickly respond to changes in the external environment.

Innovative approach: Huawei actively invests in research and development of new technologies. It strives to be a leader in innovation and technology solutions. This is reflected in the company's strategic planning, which places great emphasis on the development of new products and services, as well as collaboration with other innovative companies.

Customer Focus: Huawei's strategic planning focuses on customer needs. The company actively studies the market and customer feedback in order to develop products that meet their requirements. This approach helps the company retain existing customers and attract new ones.

Product diversification: Huawei's strategy includes product diversification. It offers a wide range of products, including smartphones, telecommunications equipment, computers and other goods and services. This allows the company to reduce risk and dependency on a single market or product.

Carrier partnerships: Huawei actively cooperates with major global carriers. It offers its solutions for the creation and development of communication networks infrastructure. This partnership ensures stable demand for the company's products and strengthens its position in the market.

In general, strategic planning at Huawei Technologies Co Ltd is characterized by a global and innovative approach, customer focus and product diversification. These features allow the company to successfully develop and compete in the global telecommunications technology market.

Features of resource management in the company

1. Innovative approaches to resource management

Huawei actively applies innovative resource management methods. The introduction of modern technologies and digital solutions allows us to optimize management processes, increase the efficiency of resource use and minimize costs.

2. Human resource management

Huawei pays great attention to the management of its employees. The Company invests in personnel training and development, creates favorable conditions for work and development, which contributes to employee loyalty and motivation.

3. Global supplier network

Huawei has an extensive global network of suppliers, which allows the company to ensure the supply of necessary resources at all its enterprises and production sites in different countries.

4. Strategic management of financial resources

Huawei strategically manages its financial resources, which enables the company to efficiently allocate capital to invest in research and development, upgrade manufacturing facilities, and expand its global market share.

5. Using digital technologies to optimize resources

Huawei actively uses digital technologies to optimize resource management. Analytical systems and sensor technologies allow the company to control and optimize production processes, which helps to save resources and increase production efficiency.

6. Sustainability and responsibility

Huawei adheres to the principles of sustainable development and social responsibility. Resource management is based on the principles of energy efficiency, environmental responsibility and compliance with corporate social responsibility standards.

It can be concluded that resource management at Huawei Technologies Co Ltd is characterized by innovative approaches, focusing on human resources, the use of modern technologies, the strategic management of financial resources and the principles of sustainable development. These features allow the company to

effectively manage its resources, which contributes to the achievement of high results and successful competitive positioning in the market.

Peculiarities of personnel management at Huawei Technologies Co Ltd

1. Huawei is actively investing in the training and development of its employees. An example is the Rotating CEO program, which provides the opportunity for key managers to hold the position of chief executive for a specified period. This allows managers to expand their experience and knowledge, as well as make strategic decisions at the company level.

2. Huawei provides opportunities for career advancement and advancement. For example, employees have a chance to be promoted and take on more responsible positions, which stimulates their motivation and commitment to the company.

3. Huawei has a multinational team of employees from all over the world. This creates cultural diversity and enriches the company with diverse ideas and approaches. For example, the development of external network products is carried out in cooperation between teams from different countries, which can better adapt to the global market and meet the diverse needs of customers.

4. Huawei is committed to innovation and creativity. The company encourages its employees to come up with new ideas and solutions. For example, the R&D department is actively working on new technologies such as 5G and integrating them into the company's products.

5. At Huawei, we focus on delivering results and achieving strategic goals. An example is the "Openness and Fairness in Evaluation of Employees" policy, which encourages employees to achieve high levels of productivity and product quality.

6. Huawei prefers a team approach to work. An example is the creation of teams from different levels and departments to solve specific problems. This allows you to quickly respond to changes in the market and effectively solve complex problems.

Human resources management at Huawei Technologies Co Ltd is characterized by unique features such as focus on learning and development, career development and advancement, multinational team, innovative corporate culture, result-oriented

and team approach. These factors contribute to attracting highly qualified specialists, increasing their motivation and work efficiency, as well as achieving success and sustainable development of the company in the global market.

Table 2.10 - Features of marketing, sales and financial practices at Huawei Technologies Co Ltd.

Marketing features	Sales features	Features of financial reporting
1. Global Marketing Strategy	1. Omnichannel approach	1. Transparency and openness
Huawei is actively developing a global marketing strategy that allows the company to be present in the global market and compete with other global brands. The company takes into account the peculiarities of each region in order to tailor its products and marketing activities to the needs of local customers.	Huawei uses many channels to sell its products, including retail stores, online stores, wholesale partners, and other channels. This allows the company to achieve maximum customer coverage and provide them with a convenient shopping experience.	Huawei adheres to the principles of transparency and openness in financial reporting. The Company publishes its financial and operating performance reports on a regular basis to provide shareholders, investors and other stakeholders with objective information about its financial position and performance.
2. Innovative approach to products	2. Cooperation with telecom operators	2. Investment in research and development
Huawei offers a wide range of innovative products, including smartphones, tablets, computers, telecommunications equipment and other technology solutions. The company actively invests in research and development to offer customers advanced technology and unique functionality.	Huawei actively cooperates with various carriers to offer its products along with tariffs and services. This allows the company to promote its products in the cellular market and improve the availability of its products to customers.	Huawei invests heavily in the research and development of new technologies and products. These investments are reflected in the company's financial statements and are an indicator of its strategic focus on innovation and development.
3. Focus on the consumer		
Huawei focuses on customer needs and expectations. The company conducts market research and customer feedback to understand their needs and preferences. This approach allows Huawei to create products and services that best meet the needs of customers.		

Source: compiled by the author based on [30]

In all, the analysis of marketing, sales and financial reporting features of Huawei Technologies Co Ltd confirms its strategic focus on innovation, customer needs and sound financial management. The company continues to be a leader in the technology market and successfully compete with other global brands.

Peculiarities of risk management at Huawei Technologies Co Ltd

Huawei takes a systematic approach to risk management at all levels of the organization. The company develops and implements comprehensive risk management strategies that include the identification, analysis, assessment and monitoring of risks in various areas of activity.

The Company is actively developing a risk-control culture among its employees, emphasizing the importance of responsibility and a conscious approach to risk situations. Huawei encourages adherence to risk management policies and procedures to minimize potential negative impacts.

Given the complexity and global nature of its business operations, Huawei places particular emphasis on managing supply chain risk. The company actively cooperates with key suppliers, identifies risks associated with the reliability and security of supply, and develops strategies and control plans to minimize possible losses and problems.

A successful company is focused on innovation and implementation of new technologies. Therefore, Huawei conducts a thorough risk analysis and evaluation of potential risks associated with the development of new products and services. The company is committed to a balance between innovation and risk control in order to ensure stable and sustainable growth.

Given the company's global presence, Huawei faces geopolitical risks associated with political conflicts and sanctions. The company actively monitors the global political situation and adapts to changes in order to reduce the possible impact of geopolitical factors on its business.

In the field of telecommunications and technology, cybersecurity is an important issue. Huawei adheres to strict measures to protect customer information and data, and invests in improving security systems to prevent possible cyber attacks and information leaks.

In general, the analysis of risk management features at Huawei Technologies Co Ltd showed that the company is actively engaged in risk management at all levels

of its activities, takes a proactive approach to identifying and managing risks, and also has a systematic and responsible risk control culture.

Table 2.11 - Features of detecting and solving risks in the company

Risk discovery and resolution phase	Description of the situation	Measures taken to address the risk
Risk detection	Huawei has experienced a decline in demand for one of their popular smartphones due to the introduction of a new model from competitors.	Conducting market and competitive analysis to identify the reasons for the decline in demand. Organization of a meeting with the marketing team and developers to assess the current situation and develop an action plan. Launching promotions, discounts and advertising campaigns to attract customers back.
Risk analysis	There has been instability in the supply of components due to geopolitical conflicts, which may lead to delays in the production and delivery of products.	Formation of a team to analyze the dependence on suppliers and their location. Exploring alternative suppliers and opportunities to diversify the supply chain. Development of a plan of action in case of supply problems.
Risk response	Due to the sudden change in the exchange rate of the national currency, the proceeds from the sale of overseas affiliates of Huawei decreased.	Quick involvement of financial analysts to assess the impact of changes in the exchange rate on the company's financial statements. Development of a loss minimization plan, including the use of financial instruments to hedge currency risks. Conducting training for employees on financial risk management and control over foreign exchange transactions.

Source: compiled by the author

Analyzing Adaptation to Changes in the Business Environment at Huawei Technologies Co Ltd

1. Flexibility and innovation

Huawei is renowned for its ability to quickly adapt to changing market conditions and implement innovative technologies. For example, in 2006 the company actively developed the segment of new generation networks, including 3G networks. This has allowed Huawei to take a leading position in the world in the design and manufacture of network equipment.

2. Global Presence

The company has a wide international presence and actively cooperates with partners and telecom operators around the world. For example, in 2010 the company had 8 regional branches and about 100 branches in different countries. This allows Huawei to quickly respond to changes in the global economy and adapt to various regional markets.

3. Research and development

Huawei actively invests in research and development to stay at the forefront of technology. For example, every year the company invests at least 10% of the volume of signed contracts in research and development. This allows Huawei to constantly update its product portfolio and adapt to new market demands.

In 2012, Huawei faced the challenge of restricting access to certain markets due to certain geopolitical conflicts. In response to this, the company decided to actively develop cooperation with other countries and telecom operators in order to diversify its risks and minimize dependence on one region. Also, Huawei has strengthened its research and development efforts to offer products and solutions that meet the specific requirements of the market and customers in different regions. This allowed the company to successfully adapt to changing conditions in the business environment and continue its development in the global market.

Huawei Technologies Co Ltd successfully adapts to changes in the business environment through its flexibility, global presence and active research and development. These features allow the company to quickly respond to changing market conditions, develop innovative products and approaches, as well as diversify its risks and ensure sustainable growth in a dynamic business environment.

After analyzing the company's management features, we can conclude that Huawei Technologies Co Ltd exhibits a high degree of flexibility and innovation, which allows the company to successfully adapt to changing market conditions and introduce new technologies. A wide international presence and active cooperation with partners allow the company to quickly respond to changes in the business environment and diversify its risks. Investments in research and development contribute to the constant renewal of the company's product portfolio and adaptation

to new market requirements. The company also demonstrates successful risk management and the ability to adapt to geopolitical changes. All these features contribute to the sustainable development and strong position of Huawei in the global market.

CHAPTER 3

OPPORTUNITIES FOR IMPROVING THE EFFICIENCY OF HUAWEI TECHNOLOGIES CO LTD ENTERPRISE MANAGEMENT

3.1 Modern technologies and integration in enterprise management

In a rapidly changing and competitive business environment, modern companies are forced to constantly improve their management methods in order to remain competitive and effective. This is because in today's world, customer expectations, technological innovation and market conditions are constantly changing. Companies that fail to adapt to these changes and do not improve their management practices risk falling behind competitors and losing their competitive edge. Continuous improvement of management methods allows companies to be more flexible, respond to changes in the external environment faster and more efficiently, optimize their business processes and provide better customer service. It can also help identify new opportunities for business growth and development. Huawei Technologies Co Ltd, as one of the world's leaders in information and communications technology, is an example of how innovation and integration of modern technologies can significantly improve management efficiency.

Modern technology and integration play an important role in the management of Huawei Technologies Co Ltd, allowing it to increase efficiency in today's competitive business environment. The company actively uses a variety of technologies, including artificial intelligence (AI), to automate tasks, improve decision-making processes and streamline workflows.

In addition, Huawei actively uses big data to analyze information and identify important patterns. This allows her to make informed management decisions based on actual data and forecasts. Cloud computing has also become an integral part of the company's management strategy. They provide reliable data storage and access from anywhere in the world, facilitating fast and flexible work. The Internet of Things

(IoT) is another key element in Huawei's arsenal for collecting data from various sensors and devices. This allows the company to gain valuable insight into the performance of its equipment and customer needs. Blockchain, in turn, is used by Huawei to ensure security and transparency of transactions, which is an integral part of effective management in modern business.

Huawei Technologies Co Ltd, committed to continuously improving its management practices, actively uses integration as a key tool to improve the efficiency of its operations. Integration, in this context, means combining different systems and processes into a single system, which contributes to more efficient data exchange and more harmonious coordination of company activities.

The pic. 3.1 highlights the three key aspects of Huawei's integration efforts: systems integration, process integration, and data integration. For each aspect, the diagram lists the key benefits that Huawei has achieved through integration. This visual representation provides a concise and easy-to-understand summary of the information.

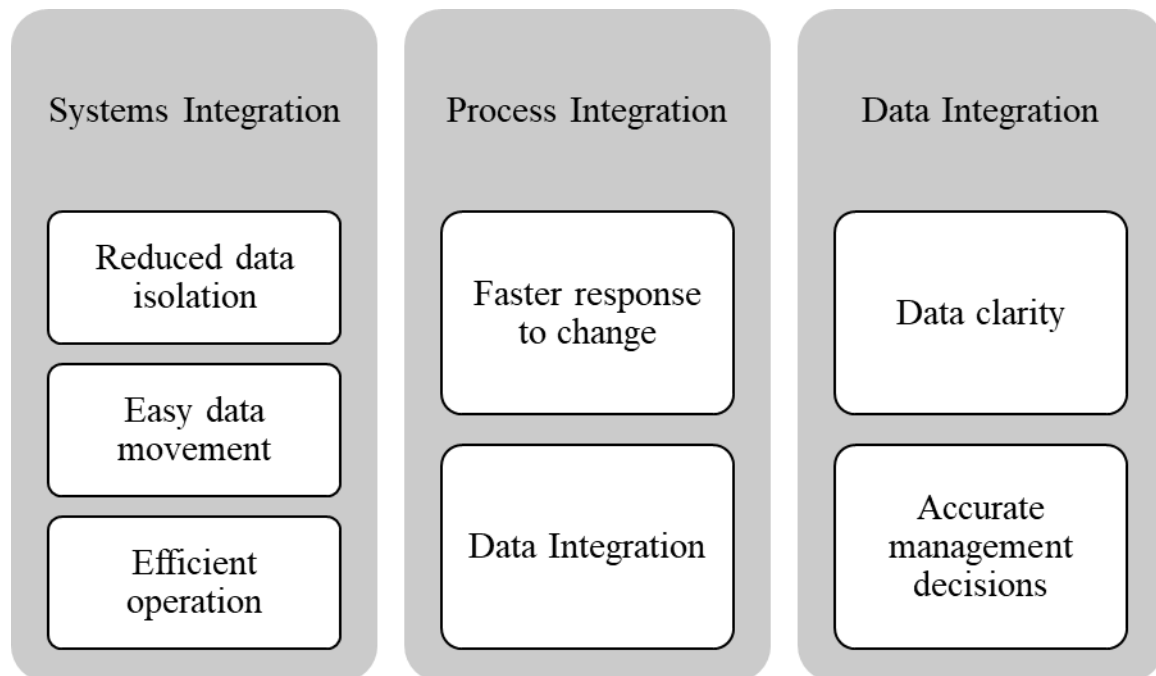


Figure 3.1 - Huawei Integration

Source: compiled by the author based on [24]

The integration of modern technologies in the management of Huawei Technologies Co Ltd has a direct impact on increasing its efficiency in key areas:

1. Improved decision making

Making informed and strategic decisions is a fundamental part of successful business management. Modern technologies and integration allow Huawei to obtain relevant data in real time and analyze information based on big data and artificial intelligence. This enables faster and more accurate decision making, which is important for adapting to changing market conditions and competition.

2. Increased work efficiency

The introduction of modern technologies and integration allows you to automate routine tasks and optimize business processes. This contributes to more efficient use of resources and reduction of time spent on tasks. Huawei employees can work more productively, which has a positive impact on the organization's performance.

3. Increased customer satisfaction

Modern technology allows Huawei to provide customers with more personalized services and improve customer service. This includes using data to predict consumer preferences and create customized offers. Improved customer service contributes to customer satisfaction and retention.

Huawei is a leader in using advanced technology and integration to improve management efficiency. These innovations help it remain competitive in an ever-changing and dynamic business environment.

Examples of how Huawei stands out for its progressive approach to using modern technology and integration to improve management efficiency.

1. Artificial Intelligence (AI)

Huawei uses AI to automate routine tasks such as order processing and demand forecasting. This allows the company to significantly reduce operating costs and improve employee productivity.

2. Big Data

Customer and product data are important assets for Huawei. Using big data, the company analyzes information to better understand customer needs and develop more accurate sales and marketing strategies.

3. Cloud computing

Huawei uses cloud computing to store data and make it accessible from anywhere in the world. This increases the flexibility and mobility of employees, which is especially important in modern business conditions.

4. Internet of Things (IoT)

Using IoT technology, the company collects data from sensors and devices, which allows it to monitor activities in more detail and make informed management decisions.

5. Blockchain

To ensure security and transparency of transactions, Huawei uses blockchain technology. This helps establish trust among both customers and company partners.

These innovations not only improve management efficiency within Huawei, but also make it more competitive in the market, contributing to its long-term success.

We have found that Huawei Technologies Co Ltd is a leader in the application of modern technology and integration to improve management efficiency. However, like any innovative company, there is room for further improvement in the use of these resources, especially in today's rapidly changing business environment.

We offered recommendations for improving the use of modern technologies and integration at Huawei:

1. Increased investment in research and development: the company should continue to invest in research and development of new technologies that can be used to improve management efficiency. This includes developing our own innovative solutions and keeping up with the latest technology trends.

2. Improve integration processes: Huawei must continuously improve integration processes to ensure more efficient communication between various

information systems and business processes. This will help avoid unnecessary bureaucracy and speed up decision-making processes.

3. Raising Employee Awareness: Huawei should actively raise the awareness of its employees about the benefits of using modern technologies and integration. Training and experience sharing can make staff more competent and confident in using new tools and solutions.

With these recommendations in mind, Huawei will be able to further improve its management practices and remain a market leader while adapting to the rapidly changing business environment of today.

As we have already discovered, modern business is characterized by rapid change, and effective management becomes critical to the success of any company. Huawei Technologies Co Ltd, as one of the world's technology leaders, recognizes this importance and is actively exploring ways to improve its management practices. We have proposed specific steps and methods that can be applied to achieve this goal.

1. Increased investment in research and development

Huawei must continue to invest in research and development of new technologies that can be used to improve management efficiency. This includes research in artificial intelligence, big data, cloud computing, Internet of Things and blockchain.

2. Improving integration processes

Huawei must continue to improve its integration processes to ensure more efficient communication between different systems and processes. This includes developing integration standards and methodologies and training employees on those standards and methodologies.

3. Raising employee awareness

Huawei must raise employee awareness of the benefits of modern technology and integration. This can be done by conducting training, creating information materials and disseminating information through internal communication channels.

Implementing these recommendations can help Huawei improve management efficiency and remain competitive in an ever-changing environment.

So, modern technologies and integration in the management of Huawei Technologies Co Ltd to improve management efficiency in modern conditions are an integral part of its strategy. The company actively uses innovative approaches such as artificial intelligence, big data analytics, cloud computing, Internet of Things and blockchain to improve decision-making processes, streamline business processes and improve customer service. All this helps Huawei remain at the forefront of technological innovation and competitive among global leaders. However, the company must also continue to invest in research and development, improve integration processes, and increase employee awareness to make the most of the opportunities presented by modern technology and integration. This will help Huawei further strengthen its position in the market and successfully cope with the challenges of modern business.

3.2 Optimization of management structure and organization

In today's rapidly changing business world, effective management is a key factor for the successful functioning and competitiveness of companies. Huawei Technologies Co Ltd, being one of the world leaders in the field of information technology and telecommunications, is no exception. In the face of constant innovation, changing market demands and global competition, optimizing the structure and organization of management becomes critical for Huawei.

For Huawei Technologies Co Ltd, which occupies a leading position in the global information technology and telecommunications industry, the issue of optimizing the structure and organization of management is integral. In a rapidly changing business environment and global competition, a company must constantly look for ways to improve management efficiency.

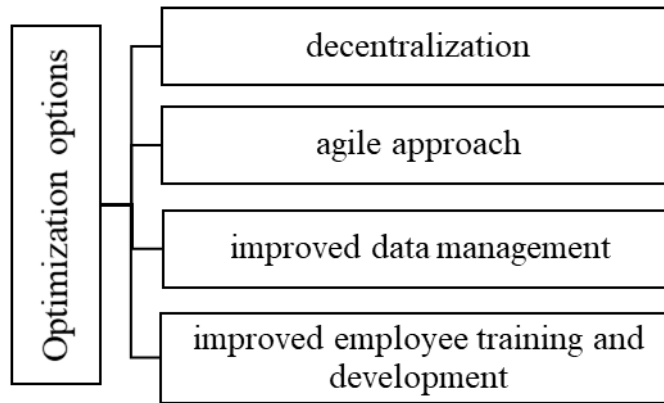


Figure 3.2 - Optimization options

Source: compiled by the author based on [13]

1. Decentralization

Decentralization is the redistribution of powers and decisions from the central management bodies of the company to regional and functional divisions. In the context of Huawei Technologies Co Ltd, this means that more power and responsibility need to be delegated to regional and functional department levels.

The benefits of decentralization include: flexibility and adaptability, reduced decision time and the development of local leaders.

Regional divisions can respond more quickly to changes in local market conditions, allowing the company to better adapt to the requirements of different regions. Decentralization simplifies the decision-making process because decisions can be made closer to the source of information and more quickly. Regional managers can develop their leadership skills, which helps create a more qualified workforce.

However, decentralization also comes with some risks, including loss of control and coordination between departments. Successful decentralization therefore requires careful planning and the establishment of clear communication channels.

To implement this recommendation, Huawei may consider the following steps:

1. Create regional responsibility centers. These centers will be responsible for managing business in specific regions.

2. Transfer more powers to regional and functional units. This can be done by delegating authority to the heads of these departments.

3. Create a reporting system for regional and functional units. This system will allow the company to monitor their activities and ensure that their decisions align with the company's strategic goals.

2. Agile approach

The Agile approach (or flexible approach) in management is a methodology focused on the accelerated development and adaptation of the company to changing market conditions. The core idea of Agile is continuous attention to customer needs and flexibility in responding to change.

Implementing an Agile approach at Huawei may include the following steps:

1) creating multi-team work groups: forming small, high-performing teams that can work on specific tasks or projects.

2) developing an Agile methodology: implementing specific Agile practices and processes, such as Scrum or Kanban, to manage projects more flexibly and efficiently.

3) staff training and development: train employees in Agile methodology and create a culture that promotes flexibility and openness to change.

The benefits of the Agile approach include: rapid response to the market, improved product quality, and increased employee engagement.

The company can quickly adapt to new customer requirements and respond to competitive pressures. The Agile approach promotes continuous improvement of products and services through customer feedback. Agile encourages greater employee participation in decision making and project management.

To implement this recommendation, Huawei may consider the following steps (see pic. 3.3).

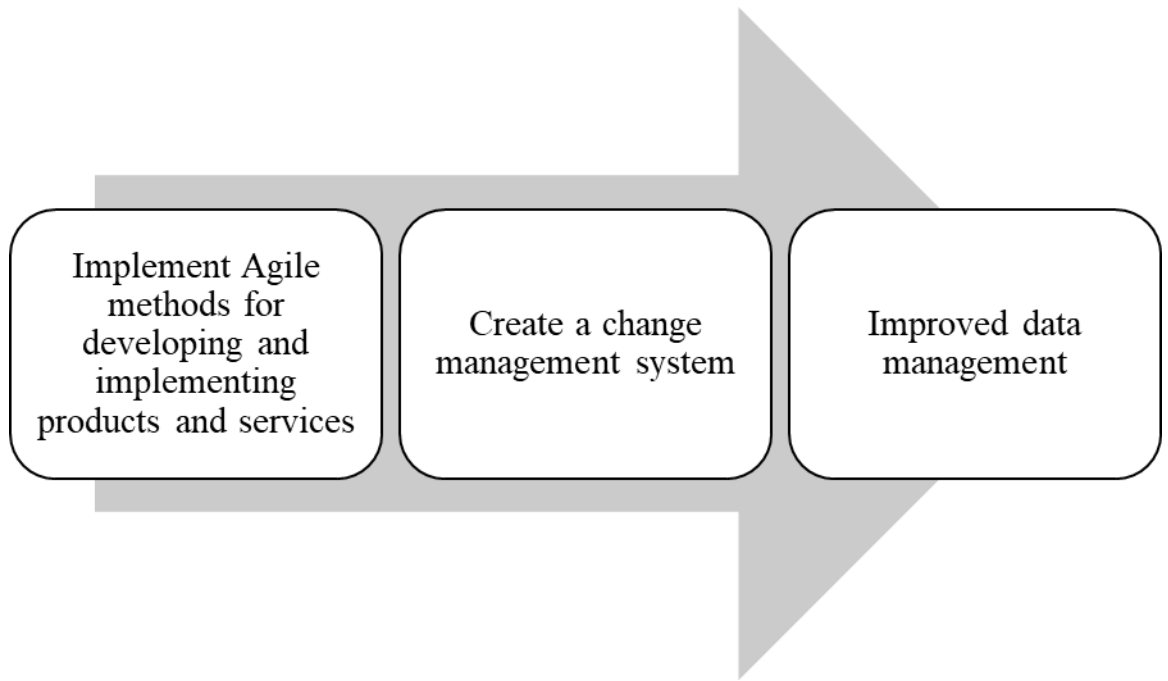


Figure 3.3 - Optimization options

Source: compiled by the author based on [24]

Effective data management plays an important role in improving the management efficiency of Huawei Technologies Co Ltd. To achieve this goal, it is necessary to create a system that ensures the collection, storage, processing and analysis of data, as well as its distribution between various divisions and departments of the company.

The benefits of improved data management include: more seamless collaboration, informed decisions, and improved planning.

An effective data management system facilitates the exchange of information between divisions and departments, which contributes to more harmonious work of the company as a whole. Access to up-to-date and reliable data allows you to make informed decisions based on facts and analysis of information. Data analysis can help in strategy planning, budgeting, and prioritizing various projects and initiatives.

To implement this recommendation, Huawei may consider the following steps:

1. Create a unified platform for data management. This platform should be available to all employees.

2. Develop data management standards and methodologies. These standards and methodologies will help a company ensure data quality and integrity.

3. Train employees in data management. This will help employees effectively use data to make decisions.

3. Improved employee training and development

Employees are a company's key resource, and their competence and ability to perform effectively in today's business environment is critical. Therefore, investing in staff training and development is an integral part of optimizing management at Huawei.

The benefits of improved employee training and development include: greater competence, increased loyalty and motivation, and successful adaptation to change.

Trained and competent employees are more capable of solving complex problems and making more informed decisions. Investing in training demonstrates that a company cares about its employees, which can increase employee loyalty and motivation. Trained employees are more flexible and able to adapt to changing market conditions.

To implement this recommendation, Huawei may consider the following steps:

1. Develop a training program for employees. This program should focus on developing the skills needed to work in a constantly changing environment.

2. Provide employees with access to training and development. This can be done by creating a training and development system and providing employees with opportunities to participate in various training and development programs.

In addition to optimizing the structure and management organization, it is also important for Huawei Technologies Co Ltd to pay attention to the rational distribution of resources and responsibilities, because this plays a decisive role in ensuring efficiency and competitiveness in today's environment. Effective distribution of resources and responsibilities within a company has several important reasons: maximizing the use of resources, increasing productivity, reducing conflicts and duplication, faster decision making, greater flexibility and adaptability. Therefore, the rational distribution of resources and responsibilities is a key

component of successful management and ensuring Huawei's long-term competitiveness in today's environment.

Rational distribution of resources and responsibilities in Huawei Technologies Co Ltd to improve management efficiency in modern conditions is a strategically important approach that allows optimizing the use of available resources and improving coordination of activities within the organization.

1. Optimization of budget and financial resources: rational allocation of financial resources and budget allows the company to effectively distribute investments in various projects and initiatives. This may include allocating funds to the most promising projects, controlling costs and reducing costs.

2. Defining clear job responsibilities: establishing clear roles and responsibilities for employees and departments is important to improve coordination and prevent duplication of work. This also promotes more efficient use of resources.

3. Separation of power and control: the rational distribution of responsibility and authority allows employees to make decisions within their competencies, which can significantly speed up the process of decision-making and response to change.

4. Performance Monitoring and Evaluation: implementing a performance monitoring and evaluation system allows a company to monitor how resources are being used and identify areas for improvement. This may include regular audits and analysis of the effectiveness of business processes.

Rational distribution of resources and responsibilities helps improve management efficiency, ensuring more efficient use of available resources, optimization of business processes and increasing the company's competitiveness in modern market conditions.

We can conclude that optimizing the structure and organization of management at Huawei Technologies Co Ltd is an integral part of the company's strategy to improve management efficiency in modern conditions. The use of decentralization, an Agile approach, improved data management and employee training provides the company with the tools to more flexible, adaptive and efficient management of resources and business processes.

These measures not only improve the company's internal processes, but also allow it to respond more quickly to changes in the external environment and customer demands. By optimizing the management structure and organization, Huawei can achieve more efficient use of resources, improve productivity, reduce conflicts and improve decision making. Thus, these changes help improve Huawei's competitiveness and enable it to successfully cope with the challenges of today's business environment.

3.3 Modeling and data analysis for management decisions

Data modeling and analysis for management decisions is the process of using data to create models that can be used to make decisions. This process includes the following stages: data collection, cleaning, data analysis, modeling, analysis of modeling results, and decision making.

Data modeling and analysis play a key role in the management of Huawei Technologies Co Ltd, enabling it to make informed decisions, optimize processes and resources, and adapt to the rapidly changing business environment. Data analysis allows a company to identify patterns and trends, which is useful in forecasting and planning. It also helps improve the quality of products and services, which contributes to customer satisfaction. An important aspect is risk reduction by anticipating potential threats and developing strategies to minimize them. Ultimately, data modeling and analytics provide Huawei with the tools to effectively manage and compete in today's business.

Improving data modeling and analysis is of strategic importance to Huawei Technologies Co Ltd, especially in the context of a rapidly changing and competitive business environment. These improved data analysis techniques provide a number of key benefits (see table. 3.1):

Table 3.1 - Key benefits of modeling and data analysis for management decisions

Key benefits	Justification
Informed Decision Making	Thanks to advanced data analytics, Huawei can make decisions based on objective facts and detailed analytics. This reduces the likelihood of errors in management decisions and makes them more reasonable
Accurate Forecasting	Data modeling allows you to predict future trends and changes in the market. For Huawei, which operates in innovative industries, this is critical for developing adaptive strategies and planning for long-term development
Resource optimization	Data analysis helps optimize the use of resources, which is important for improving the efficiency of business processes and reducing costs. This helps strengthen the financial stability of the company
Efficient Processes	Modeling and data analysis identify ineffective processes and bottlenecks, allowing you to make adjustments and optimize business processes. This leads to increased productivity and quality of products or services
Deep customer understanding	Data analytics helps you better understand customer needs and preferences, which leads to more personalized products and services. This strengthens customer loyalty and increases customer satisfaction
Risk Mitigation	Advanced data analytics can identify potential risks and threats in advance, allowing you to develop strategies to reduce or prevent them. This increases the company's resilience to unexpected environmental challenges
Innovation and Competitiveness	The ability to analyze data drives innovation and helps a company remain competitive in the market. For Huawei, which operates in high-tech sectors, this is especially important

Source: compiled by the author based on [26]

The combination of these factors highlights the importance of continuous improvement of data modeling and analysis in the strategic management of Huawei Technologies Co Ltd. This allows you not only to cope with current challenges, but also to ensure long-term success in a rapidly changing business environment.

For Huawei Technologies Co Ltd, modeling and data analysis are an integral part of strategic management. They allow the company to make informed decisions, build long-term strategies and remain at the forefront of the industry. However, as with any innovative field, there is a constant need for improvement.

1. Invest in technologies and tools for data modeling and analysis

For Huawei, the key is to invest in advanced technology and data analytics tools. This includes acquiring and developing software platforms and analytical tools that can process large volumes of data, create complex models and provide accurate analytical results. This also includes investments in data storage and processing infrastructure, such as large computing power and data storage systems. Investments

in this area will allow Huawei to more effectively use data to make management decisions.

2. Train employees in modeling and data analysis skills

However, investments in technology cannot be fully effective without qualified specialists. The company must provide its employees with education and training in data modeling and analysis. This includes conducting training programs, courses and training, as well as hiring specialists with relevant skills. Trained employees will be able to effectively use available technologies and tools to analyze data and make informed management decisions.

3. Develop a data-driven decision-making process

An important step is to create a decision-making process that actively uses data. This means that data must become an integral part of the decision-making process, and not just an additional source of information. Huawei must develop standards and methodologies for data analysis, as well as define roles and responsibilities within the organization related to the use of data. This will help the company use data as a key factor in decision making, enabling more informed and effective management actions.

In conclusion, modeling and data analysis have become an integral part of modern management for Huawei Technologies Co Ltd. They allow the company to make informed decisions, build flexible strategies and quickly respond to changes in the business environment. By improving these methods and integrating them into every aspect of management, Huawei will remain at the forefront of its industry and successfully overcome the challenges of modern business. Data modeling and analysis are key tools that will help a company overcome challenges and achieve long-term success in a rapidly changing and competitive environment.

CONCLUSION

While writing the work, we came to the conclusion that enterprise management in modern business conditions is a complex and multifaceted process that requires attention to various aspects and factors. Today's organizations, regardless of their size and industry, face an ever-changing business environment, rapid technological change and increased competition. Managing in such an environment requires constant adaptation and innovation.

The importance of optimizing management structure and organization, improving data modeling and analysis, and rationally allocating resources and responsibilities is becoming increasingly clear. These aspects enable more efficient use of resources, adaptation to change and informed management decisions. The key factors for success in management in modern conditions are also an understanding of customer needs, flexibility in decision-making, the ability to adapt to changes and constant staff training. These elements help organizations not only survive, but also thrive in the dynamic environment of modern business.

So, enterprise management in modern conditions requires companies not only to respond to challenges, but also to take proactive actions to shape their future success. This is an ongoing process, and organizations that can effectively manage their resources, adapt to change, and use data to make informed decisions will be the most successful in this dynamic business environment.

Huawei Technologies Co Ltd is a Chinese multinational technology company that specializes in telecommunications equipment, consumer electronics, and information and communications technology (ICT) solutions. It is the world's largest telecommunications equipment manufacturer and the second-largest smartphone manufacturer. Huawei was founded in 1987 by Ren Zhengfei, a former engineer in the People's Liberation Army. The company has since grown to become one of the largest and most successful technology companies in the world. Huawei has over 200,000 employees worldwide and operates in over 170 countries. Huawei is a leader in the development of 5G technology and is one of the major players in the global

race to deploy 5G networks. The company is also a major manufacturer of smartphones, laptops, and other consumer electronics.

Huawei Technologies Co Ltd stands out from other organizations with its unique approach to management. Its corporate culture focuses on both centralized and decentralized controls. A centralized management system allows you to quickly respond to changing market conditions, thanks to the high efficiency of decision-making at the top management level. However, the company also emphasizes decentralization by giving regional units a degree of autonomy. This allows us to better adapt to local markets and customers.

A culture of innovation is also an integral part of the organization. Investing in research and development and encouraging creativity helps Huawei remain at the forefront of technological development. Demanding high quality products and services not only guarantees customer satisfaction, but also helps strengthen the company's reputation. A quality management system helps maintain high standards.

Operating in more than 170 countries, the company's global approach underscores its global vision and global presence. Together, these management features have made Huawei one of the key figures in the world of technology and global business.

Chapter 3 offered important recommendations for improving the management efficiency of Huawei Technologies Co Ltd in today's environment. These recommendations included optimizing the management structure and organization, improving data modeling and analysis, and rationally allocating resources and responsibilities. Managing an enterprise in modern conditions requires not only a reaction to change, but also an active desire for innovation and continuous improvement. These recommendations represent the path to achieving the highest degree of management efficiency, which will allow Huawei to remain successful and competitive in today's business.



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Annexes