

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
ECONOMICS AND MANAGEMENT FACULTY

Public management and administration department

QUALIFICATION WORK
education degree - Master

on: « **GREEN TECHNOLOGICAL INNOVATION INFLUENCE
FOR ENTERPRISE COMPETITIVENESS** »

Completed:

student of
specialty 073 Management
EP «Administrative management»

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SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty	Economics and Management
Department	Public management and administration
Education degree	«Master»
Speciality	<u>073 Management EP «Administrative management»</u>

Approved:

Head of
Department _____
« _____ » _____ 2024

TASK on qualification work for student *Wu Hunting*

1. Topic of Qualification work: Green technological innovation influence for enterprise competitiveness

2. Base of research: Zhongtong Bus Holding Co.,Ltd
Supervisor Svitlana Lukash, PhD (Economics), ass.professor

approved by the university order dated _____

3. Deadline for student completed project (work)

4. Background to the project (work):

Regulatory and legislative acts of China, monographs, textbooks on the subject of research, scientific publications, economic and financial statements for the period of 2021-2023

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

Analyze foundation of theories related to university administration, identify university administration issues and analysis in the expansion of administrative organizations in colleges and universities, overlapping functions, offside and vacancy of administrative subjects; analyze the the administrative operation mechanism of colleges and universities is not smooth, and the bureaucracy has far-reaching influence, administrative power conflicts with academic power, and administrative orders dominate, the internal supervision mechanism of colleges and universities is not perfect, the supervision system is not perfect, and relevant laws are missing; develop countermeasure to administrative problem in universities: improve the existing administrative organization of colleges and universities; promote the participation of academic authority in university administrative decision-making; create a democratic and rule-of-law administrative environment for colleges and universities; improve the executive power of university administration

6. Date of assignment: _____

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	<i>December, 2023</i>	
2	Selection and analysis of literary sources, the preparation of the first chapter	<i>December, 2023-February, 2024</i>	
3	Preparation and presentation of draft of the first chapter of the thesis	<i>March, 2024</i>	
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	<i>April – September, 2024</i>	
5	Making the analytical part of the thesis, summarizing the analytical part	<i>October, 2022</i>	
6	Design options improve the research problem	<i>November, 2022</i>	
7	Completion of the project part of the thesis, design chapters	<i>December, 2022</i>	
8	Complete the first draft of the thesis	<i>December, 2022</i>	
9	Previous work and its defense review	<i>December, 2022</i>	
10	Checking the authenticity of the thesis	<i>December, 2022</i>	
11	Deadline for student completed the thesis	<i>September, 2024</i>	
12	Defense of the thesis	<i>September, 2024</i>	

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Thesis allowed for defense

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SUMMARY

Green technological innovation influence for enterprise competitiveness

Qualification work on specialty 073 “Management” EP “Administrative management” SNAU, Sumy-2024 - Manuscript.

In this paper, by using the theory of new public management and administrative organization theory, governance theory and principal-agent theory of administrative management in colleges and universities has relationship between different subjects is analyzed, from the university of organization, operation mechanism and management model of several major aspects, systematically analyzes the problems existing in the administrative management in colleges and universities of causes: the offside and absence of administrative subject in colleges and universities; Bureaucracy has a profound impact. In this research, we establish a conceptual framework to describe the effect of an enterprise's green technological innovation ability on enterprise competitiveness. This model uses product differentiation as the mediating variable and the enterprise scale as the moderating variable. This study is based on a hierarchical regression analysis of the energy conservation and environmental protection data. Our findings show that, in general, the green technological innovation ability of an enterprise has a significant positive effect on the enterprise's competitiveness, but different components have different effects on enterprise competitiveness. The enterprise scale positively moderates the relationship between the enterprise's green technological innovation ability and enterprise competitiveness through product differentiation. This research provides a new analytical framework to understand the mechanism underlying the effect of an enterprise's green technological innovation ability on enterprise competitiveness, and it also provides useful insights into the development of green technological innovation competitiveness and the establishment of new policies by the government to improve the regulatory framework for green development.

Keywords: improvement, green technology, innovation influence, enterprise competitiveness

АННОТАЦІЯ

Вплив зелених технологічних інновацій на конкурентоспроможність підприємства

Кваліфікаційна робота за спеціальністю 073 «Менеджмент» ОП «Адміністративний менеджмент» СНАУ, Суми-2024 - Рукопис.

В роботі за допомогою теорії нового публічного менеджменту та теорії адміністративної організації, теорії управління та теорії принципала-агента адміністративного менеджменту в коледжах та університетах аналізується взаємозв'язок між різними суб'єктами, починаючи з університетської організації, механізму функціонування та моделі управління. з кількох основних аспектів систематично аналізує проблеми, що існують в адміністративному менеджменті в коледжах та університетах, причини: офсайд та відсутність адміністративного суб'єкта в коледжах та університетах; Бюрократія має глибокий вплив. У цьому дослідженні ми встановлюємо концептуальну основу для опису впливу здатності підприємства до екологічних технологічних інновацій на конкурентоспроможність підприємства. Ця модель використовує диференціацію продукту як посередницьку змінну та масштаб підприємства як модеруючу змінну. Наші результати показують, що загалом здатність підприємства до зелених технологічних інновацій має значний позитивний вплив на конкурентоспроможність підприємства, але різні компоненти по-різному впливають на конкурентоспроможність підприємства. Це дослідження надає нову аналітичну структуру для розуміння механізму, що лежить в основі впливу здатності підприємства до екологічних технологічних інновацій на конкурентоспроможність підприємства, а також дає корисну інформацію про розвиток конкурентоспроможності екологічних технологічних інновацій і встановлення урядом нової політики для покращення нормативна база зеленого розвитку.

Ключові слова: вдосконалення, зелені технології, вплив інновацій, конкурентоспроможність підприємства

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INTRODUCTION

In the modern world, the competitiveness of an enterprise is becoming a key factor in its successful functioning and long-term development. In a rapidly changing economic environment, the globalization of markets, and rapid technological progress, enterprises are forced to actively adapt to new conditions and constantly improve their business processes.

The competitiveness of an enterprise is determined by its ability to provide customers with unique and high-quality goods and services at competitive prices. It also includes flexibility in adapting to market changes, agility in decision-making, efficient use of resources, innovative approaches, and strategic thinking. An increasingly important aspect of competitiveness is the integration of green technological innovations, which are becoming vital in responding to global environmental challenges and meeting the growing demand for sustainable products and practices.

To achieve high competitiveness, enterprises must actively implement modern technologies in management, automate production processes, use modern analytics and business intelligence systems to make informed decisions, and develop innovative products and services that meet customer needs. In addition, embracing green technology and sustainable practices not only enhances the enterprise's market position but also ensures compliance with regulatory standards and aligns with global sustainability goals.

The relevance of research. In modern conditions of the global market and a rapidly changing economic environment, the issue of increasing the competitiveness of the company is becoming one of the most relevant and critical tasks for the successful functioning of the organization. Global integration, rapid technological progress, dynamically changing consumer preferences, and the imperative for environmental responsibility create a complex and competitive arena in which each company must fight for its market share and survival.

In such fierce competition, a company's ability to adapt to changing conditions, effectively manage its resources, create a unique offer for customers, and maintain a high level of product or service quality become key factors in determining its success. The integration of green technological innovations into business strategies is increasingly recognized as a crucial element in enhancing competitiveness, as it addresses both environmental concerns and consumer demand for sustainable products.

The study of the topic "Improving the competitiveness of the company" is of great practical importance, as it allows you to identify the main factors and strategies that can provide a company with a strong position in the market. It also provides tools for analysis and decision-making at all levels of management, from operations to the development of long-term strategic plans. The results of such a study can be very valuable both for actively developing companies and for those that are facing difficulties and are looking for ways to strengthen their position in the market. Moreover, focusing on green technology as part of this competitiveness strategy can lead to innovation that not only meets current market demands but also anticipates future regulatory changes and consumer expectations.

The aim of this work is to study the features of increasing the competitiveness of Zhongtong Bus Holding Co.,Ltd.

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

- 1) Consider and analyze the features of competitiveness in the organization;
- 2) Analyze the features of competitiveness in Zhongtong Bus Holding Co., Ltd.;
- 3) Develop ways to improve competitiveness in Zhongtong Bus Holding Co., Ltd., with a focus on incorporating green technological innovations.

The object of the work is the theoretical and practical aspects of studying the features of competitiveness in organizations.

Subject of work: is the features of competitiveness in the company Zhongtong Bus Holding Co., Ltd., particularly as they relate to the adoption and implementation of green technological innovations.

A study dedicated to improving the competitiveness of a company has great practical value, having a positive impact on its long-term development and successful functioning in today's business environment. First of all, this study allows companies to accurately assess their strengths and weaknesses, as well as identify opportunities and threats in the domestic and foreign markets. This contributes to a deeper understanding of one's position and competitive advantages, which is the basis for the development of effective strategies and tactics. Furthermore, the focus on green technological innovations provides a framework for the company to not only improve its competitiveness but also to lead in sustainable practices within the industry, potentially setting benchmarks for competitors.

Research Methods:

During the writing of the work, the following research methods were used: theoretical for the analysis of literary sources (search, analysis, and generalization of scientific material, classification, comparison, generalization); practical for analyzing the company's activities; statistical, analytical. Additionally, the study emphasizes the application of green technology as a critical component of competitiveness, reflecting the latest trends and expectations in the global market.

The two main contributions we aim to achieve in this research are as follows:

The use of “green technological innovation ability” instead of “green technological innovation” provides more clarity and a comprehensive indication for the independent variable, and by choosing product differentiation, enterprise scale, enterprise competitiveness as the mediating variable, moderating variable and dependent variable, respectively, we establish the basic hypothesis that the enterprise's “green technological innovation ability” drives “product differentiation”, which affects “enterprise competitiveness”, and we discover and validate the efficiency effect of “enterprise scale” on the transfiguration between various variables. Therefore, this research solves the limitations of previous studies that have ignored the processing mechanism, which is useful for enriching and refining the theoretical relationship between green technological innovation and enterprise

competitiveness from a micro mechanism perspective, and consequently provides a new analytical framework for future studies.

We distinguish the effects of different types of green technological innovation abilities on product differentiation and enterprise competitiveness and explore the effects of factors (e.g., enterprise scale) that reflect the enterprise's developmental phase, which breaks through the limitations of the existing research that assessed the economic impact of green technological innovation only from a broader perspective. Our research may serve as a more targeted guidance for companies in cultivating their competitiveness through their green technological innovation ability.

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 ?? sources. The total volume of the work is 83 pages.

Publications:

1. Wu Hunting. GREEN TECHNOLOGICAL INNOVATION INFLUENCES FOR ENTERPRISE COMPETITIVENES – CASE OF ZHONGTONG BUS HOLDING CO.,LTD. *Матеріали науково-практичної конференції викладачів, аспірантів та студентів Сумського НАУ (14-16 травня 2024 р.).* Суми, 2024. С.519.

2. Wu Huntintg. IMPROVEMENT OF ADMINISTRATIVE MANAGEMENT OF THE INSTITUTION. *Економіка підприємства: сучасні проблеми теорії та практики: Матеріали дванадцятої міжнар. наук.-практ. конф., 8 вересня 2023 р.* Одеса: ОНУ, 2023. Рр. 369-371.

CHAPTER 1

THEORETICAL AND SCIENTIFIC METHODICAL FOUNDATIONS OF STUDYING THE FEATURES OF COMPETITIVENESS OF AN ENTERPRISE

1.1 The concept and essence of competitiveness

Enterprise competition is the competitive struggle between different companies operating in the same market and seeking to attract and retain customers, achieve leadership, increase their market share and ensure sustainable growth and profitability of their business.

Table 1.1 - Definition of the term "competition"

Author	Definition
Adamyk V.A.	"Rivalry in any field of activity between separate legal entities or individuals (competitors) interested in achieving the same goal"[1].
Gretsky R.	"Economic category expressing production relations between commodity producers in the process of exchanging labor products"[13].
Panasenko D.A.	"Political and economic relations between states in relation to obtaining better conditions on the sales markets for themselves and their producers"[16].
Mocherny S.V.	"The fight for sectors with a higher added value." The country's real income can grow only if its labor and capital flow into business, which gives a higher value per employee and the country maintains its position in such business better than its international competitors"[11].
Pucenteilo P.R.	"In advanced commodity production, competition is an objective economic phenomenon that forces business entities to strive for increased profits by expanding the scale of operations, improving the forms of organization of the production process, and increasing labor productivity"[11].
Rudnytska M.O.	"An inherent property of the market and one of the most important characteristics of the growing internationalization of economic activity"[11].
Filyuk H.M.	"The process of entities managing their competitive advantages to achieve goals in the fight against competitors for the satisfaction of objective or subjective needs"[11].

Source: compiled by the author

Competition arises from limited resources, including the customer base, manufacturing capacity, technological capability, and financial resources. Businesses are faced with the need to use their resources efficiently and offer unique products or services to capture the attention and interest of potential customers.

Competition encourages businesses to continuously improve their business processes, improve the quality of products and services, develop new and innovative solutions, and create competitive prices and offers to attract customers.

At same time, competition can be a challenge for businesses, as not all companies will be able to successfully cope with the high level of competition. However, strong competition creates better conditions for consumers, as businesses try to offer more profitable and better products and services.

To compete, businesses must analyze the market and their competitors, develop effective marketing and promotion strategies, invest in research and development of new products, manage their resources and personnel in a competitive environment, and keep abreast of changes in customer needs and market trends.

The company's ability to compete on the domestic and global markets was embodied in the "competitiveness" category.

There are no single definition of the concept of "competitiveness" of an enterprise, since the competitiveness of an enterprise is a multifaceted and complex concept that can be interpreted in different ways depending on the context and point of view.

According to G. Azoyev, the competitiveness of an enterprise "is the ability to effectively dispose of own and borrowed resources in the conditions of a competitive market, it is the result of its competitive advantages in the entire spectrum of enterprise management problems"[13].

R. A. Fathutdinov notes that "Competitiveness is a property of an object characterized by the degree of real or potential satisfaction of a specific need by it compared to similar objects presented on a specific market"[12].

B. A. Ryzberg: "Competitiveness is the real and potential ability of firms to design, manufacture and sell goods under the existing conditions for them, which are more attractive to consumers in terms of price and non-price characteristics than the goods of their competitors"[30].

According to P.S. Zavyalov, the competitiveness of a firm is the possibility of effective economic activity and its practical profitable implementation in the

conditions of a competitive market. Implementation is provided by the entire range of means available to the company, including marketing.

Pokropyvny S.F. notes that the concept of competitiveness should be understood as the ability to effectively carry out economic activities and ensure the achievement of a profitable result, taking into account the conditions of the competitive market. In other words, competitiveness consists in the ability of the enterprise to ensure such output of products that it can be successfully implemented in a competitive market.

The analysis of the economic literature indicates the existence a multifaceted interpretation of the term "competitiveness". The study the theoretical and practical foundations studying the competitiveness of an enterprise on the market was reflected in numerous works of foreign and domestic scientists H. Assel, H. Azoev, I. Ansoff, F. Kotler, G. Mintzberg, Peters, M. Porter, F. Taylor, A. Smith, A. Fayol, R. Fathutdinova, A. Yudanov and others.

Despite the lack of a single definition, there are several general aspects that characterize the competitiveness of an enterprise:

The ability of an enterprise to meet the needs and expectations of customers: a competitive enterprise must offer products or services that meet the needs and preferences of customers, be of high quality, innovation and uniqueness.

Resource Efficiency: an enterprise must efficiently manage its resources, including finance, technology, personnel, materials, and manufacturing facilities, to deliver optimal results and competitive advantage.

Flexibility and adaptability: a competitive enterprise must be able to quickly respond to changes in the external environment, markets, technologies and customer needs, as well as adapt to new conditions and requirements.

Innovation and research activity: the enterprise should actively engage in research and development, introduce new technologies and innovative solutions in order to improve products, processes and services.

Competitive advantages: a competitive enterprise must have unique competitive advantages that make its products or services more attractive to customers than competitors.

Financial stability and profitability: the enterprise must ensure a stable financial position, sufficient profitability and risk tolerance.

In summary, the competitiveness of an enterprise depends on many factors, and a successful company must strive to meet customer requirements, manage its resources effectively, flexible and innovative, and also have competitive advantages and financial stability.

The essence of the concept of "competitiveness" is that it is the ability of an enterprise or organization to compete effectively in the market and achieve sustainable success in a highly competitive environment. Competitiveness means being attractive to customers, having unique advantages and being different from competitors.

It includes combination of factors such as product or service quality, innovation, resource efficiency, flexibility and adaptation to changing market conditions, brand reputation management, the ability to continuously improve and develop. Competitive businesses strive to provide outstanding product or service quality, to be leaders in their industry, and to compete successfully even in highly competitive environments.

Analyzing the definition of the essence of "competitiveness", the following features of this concept can be identified (fig. 1.1).

The main conditions for ensuring competitiveness are:

- application of scientific approaches to strategic management;
- ensuring the unity of the development of engineering, technology, economy, management;
- application of modern methods of research and development (programmatic and target planning, theory of decision-making, etc.);
- consideration of interrelationships of management functions of any process at all stages of the object's life cycle;

- formation of a system of measures to ensure the competitiveness of various objects.

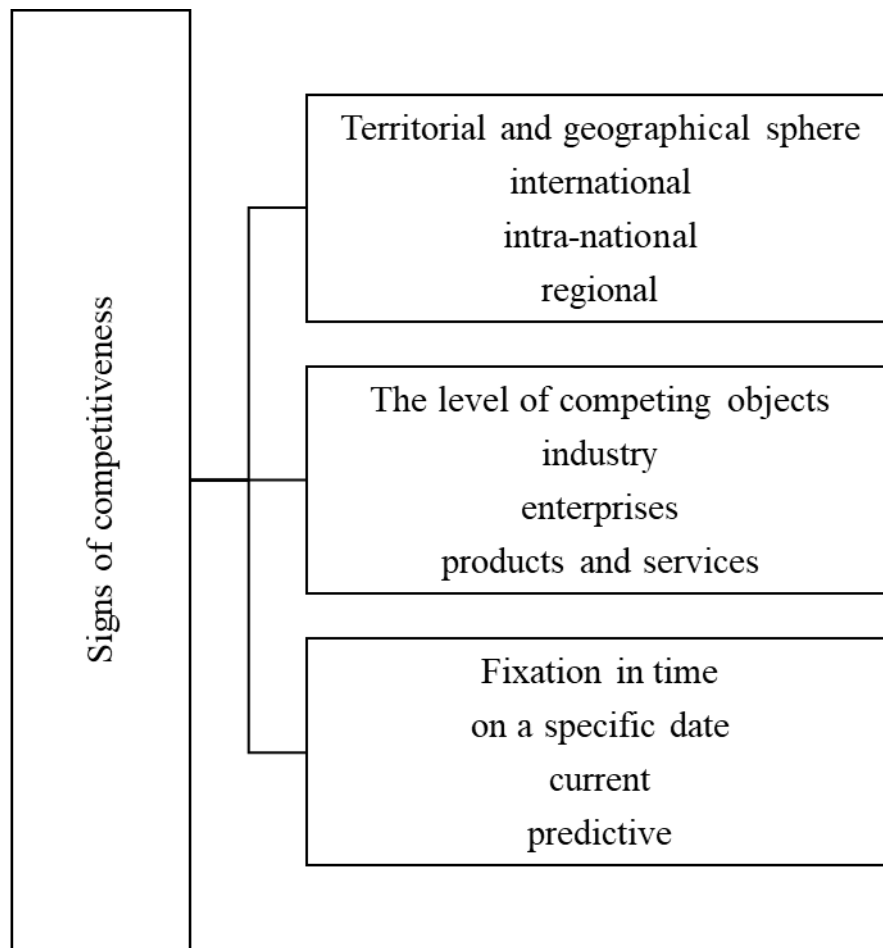


Figure 1.1 - Signs of competitiveness

Source: compiled by the author based on [21]

The category "enterprise competitiveness" is characterized by a list of the following properties:

1. Quality of products or services

Competitive enterprises offer high quality products or services that attract customers and satisfy their needs.

2. Innovation

Competitive enterprises actively innovate, develop new products or services, follow market trends, and adapt to change.

3. Resource Efficiency

Successful enterprises optimize the use of their resources (financial, technical, human), which allows them to reduce costs and increase profitability.

4. Flexibility and adaptation

Competitive enterprises are ready to respond quickly to market changes and quickly adapt to new conditions, which allows them to maintain their positions in a dynamically competitive environment.

5. Brand reputation

Successful businesses build a positive reputation for their brand, which increases customer trust and helps retain loyal consumers.

6. Continuous improvement and development

Competitive enterprises strive to continuously improve their processes, products and services, as well as to develop new opportunities for growth and development.

7. Focus on the client

Successful businesses actively study the needs and preferences of their customers, build their strategies based on their interests.

8. Management of risks

Competitive enterprises consciously and effectively manage the risks associated with their activities and take measures to minimize negative consequences.

9. Personnel potential

Successful enterprises have qualified and motivated employees, which contribute to the implementation of strategic goals and the achievement of success.

The category "enterprise competitiveness" is a complex and multidimensional concept that includes all of the above properties that together contribute to the success of the enterprise and its superiority in the market.

Thus, we can conclude that the competitiveness of an enterprise depends on the complex interaction of a number of factors. The effective use of modern technologies in management, the pursuit of innovation, high quality products or services, adaptation to market changes, brand reputation management, flexibility and efficient resource management are all essential elements that contribute to increasing the level

of competitiveness of an enterprise. Enterprises that actively develop these properties, are ready for continuous improvement and take into account the needs of customers, are more likely to successfully compete in the market and achieve stable results in today's competitive environment.

1.2 Factors affecting the competitiveness of an enterprise

Competition is "an integral part of modern business, and the competitiveness of an enterprise becomes a key factor in its success in the market"[38]. With rapid advances in technology, changing market conditions and increased demands from consumers, businesses are under constant pressure to adapt and improve their strategies in order to remain competitive.

The study of factors affecting the competitiveness of an enterprise is essential for its long-term success. Understanding what factors can affect a company's position in the market and how to effectively manage these factors allows the company to identify its advantages, limitations and potential opportunities for growth.

Factors affecting the competitiveness of the enterprise:

1. Quality of products or services

The quality of products or services provided is one of the main factors affecting the competitiveness of an enterprise. Consumers are always looking for high quality products or services, which can improve the reputation of the enterprise and strengthen its position in the market. For example, if a company produces reliable and innovative products, it can attract more customers and improve the company's competitiveness.

2. Innovation and technological level

The introduction of new technologies and innovations in production and enterprise management improves the efficiency and quality of processes. Companies that actively implement new technologies and are constantly innovating can stay ahead of the competition and occupy a leading position in the market.

3. Cost of products or services

The price of products or services also affects the competitiveness of the enterprise. If a company offers reasonable prices and provides high quality products, it can attract more customers and increase its market share.

4. Brand and reputation

Enterprises with a good reputation and a recognizable brand have an advantage in the market. Customers tend to trust well-known brands, which can increase loyalty and demand for the company's products or services.

5. Management competencies and team

The qualifications and experience of the management team, as well as the competencies of employees, play an important role in achieving competitive advantages. The effective management and labor potential of the team can contribute to the high productivity and success of the enterprise.

6. Market positioning

How an enterprise is positioned in the market and perceived by consumers also affects its competitiveness. For example, if a business occupies a unique market niche or offers a unique offering, it can attract more customers and reduce competition.

7. Marketing and Promotion Effectiveness

The quality of marketing and advertising campaigns, as well as the ability of an enterprise to promote its products or services, can have a significant impact on its competitiveness.

8. Customer Service Level

The quality of customer service and the level of customer satisfaction are also important for the competitiveness of an enterprise. Good service and attention to customer needs can drive repeat sales and customer retention.

The conceptual model for factors that determine the competitiveness of enterprises is a theoretical approach to the analysis and understanding of the key aspects that affect the success and efficiency of small enterprises in the market. This model helps to identify and systematize various factors that can affect the development and competitiveness of enterprises in the current economic environment.

The conceptual model includes various categories of factors that can affect the competitiveness of enterprises. These factors may be related to external environment, internal resources and capabilities of the enterprise, marketing and promotion strategies, the level of innovation and adaptability, as well as socio-cultural and government aspects.

A conceptual model illustrating the factors that shape the competitiveness of enterprises in international markets is presented in Pic. 1.2. In accordance with the currently dominant resource approach and competency-based theories of the firm in shaping the development of enterprises and their competitiveness, a total of fourteen factors were identified for research purposes: the age of enterprises, the level of management, the industry in which enterprises operate, and innovation.

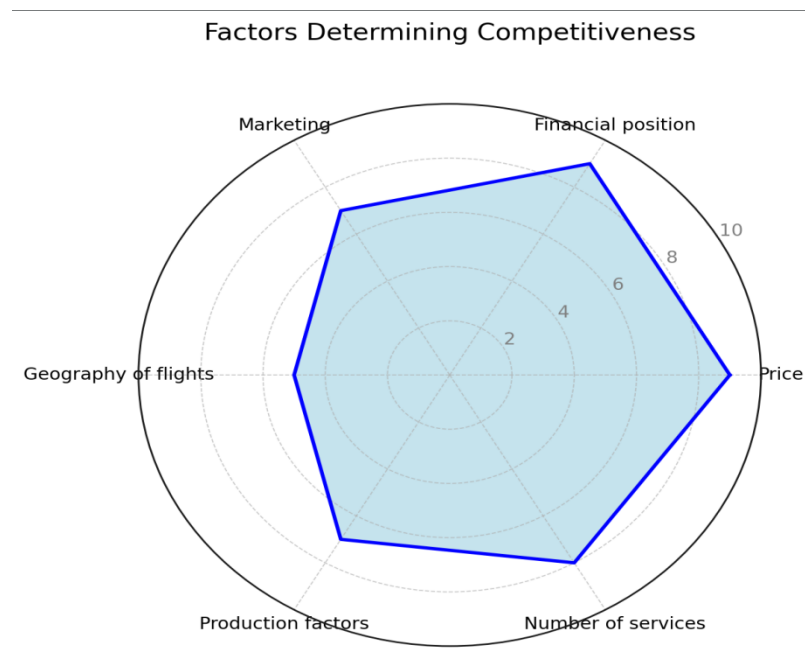


Figure 1.2. - Factors determining the competitiveness of enterprises – a conceptual model

Source:[32]

The competitiveness of an enterprise is a complex characteristic of its ability to successfully compete in the market, ensure customer satisfaction and achieve an advantageous position among competitors. This is an important concept in the

modern economy, which reflects the degree of readiness and efficiency of the enterprise in a highly competitive environment.

To achieve and maintain a high level of competitiveness, an enterprise needs to take into account various factors, such as the quality of products or services, innovation, operational efficiency, marketing strategy, customer service, and others. Efficient use of resources, the ability to quickly adapt to changing market conditions and the constant pursuit of improvement are important components of competitiveness.

However, the competitiveness of an enterprise is not a static characteristic; it requires constant improvement and adaptation to changing conditions. The modern economic environment is rapidly evolving, and businesses that are not ready for innovation and change are at risk of losing their market position.

In general, the competitiveness of an enterprise plays a decisive role in its success and long-term sustainability. The ability to compete effectively and constantly improve allows the company to become a leader in its industry and ensure customer satisfaction, which is a key success factor in modern business.

The analysis of the competitiveness of the enterprise in a certain market involves the study of the main factors that have a direct impact on the level of customer loyalty to the enterprise and its products. Factors affecting competitiveness are conditionally divided into external and internal.

External factors mean a set of business entities, economic, social and natural conditions, national and international structures and other factors that operate in the global environment and affect or may affect the activities of the enterprise.

To analyze the factors of the external environment, enterprises, as a rule, use a PEST analysis (political, economic, social, technological factors), as well as a SWOT analysis, which helps to record existing threats and opportunities and determine unfavorable factors, the influence of which can reduce the level of potential efficiency enterprises.

Internal factors are controlled factors of the company's activity.

These include:

1) activities of the company's management and management apparatus (organizational and production management structures, professional and qualified level of management personnel, etc.);

2) systems of technological equipment. Updating equipment and technologies, namely replacing them with more advanced ones, allows to increase the competitiveness of the enterprise and strengthens the internal flexibility of production;

3) raw materials, materials and semi-finished products. The quality of raw materials, the completeness of its processing and the amount of waste greatly affect the competitiveness of the enterprise.

4) sales of products, their volume and sales costs. The influence of this factor is essential for increasing the competitiveness of the enterprise. The company is trying to implement effective sales due to the sale of products that are in demand on the market, stimulation of the increase in sales volumes, expansion of sales markets.

The analysis of internal influencing factors is inextricably linked with the analysis of the enterprise's economic activity.

In general, the competitiveness of the organization is a synthetic indicator that contains various factors and characteristics of the organization, affecting its ability to compete effectively on the market and provide successful results. This synthetic indicator includes a combination of both internal and external factors affecting the organization's activities.

Therefore, the competitiveness of an enterprise is a complex system that includes constantly and continuously interacting factors that affect its ability to succeed in the market. This system includes such key aspects as product or service quality, innovation and technological development, effective marketing and branding, optimization of processes and costs, as well as personnel qualifications and effective management.

The competitiveness of the enterprise depends on how successfully these various factors are combined and how they interact with each other. A company that successfully balances and optimizes these factors is able to enter new markets, ensure

stable sales of products or services, attract and retain customers, as well as achieve high profitability and sustainable development.

Therefore, the competitiveness of the enterprise is a complex and multifaceted system that requires a coordinated approach and constant improvement to ensure its successful operation and stable development in the modern business world.

1.3 Methods and tools to improve competitiveness

Increasing competitiveness is an important strategic path for companies to successfully survive and thrive in today's dynamic market environment. This means efforts to improve the quality of products or services, streamline business processes, innovate, adapt to changing customer needs, and use resources efficiently. Increasing competitiveness contributes not only to strengthening the company's position in the market, but also to creating more favorable conditions for attracting and retaining customers, partners and investors.

Before the company will increase the competitiveness of the enterprise, it is necessary to assess the current state and competitive position of the company in the market. This includes an analysis of internal resources, business processes, as well as the external environment and competitors. The assessment allows you to identify the strengths and weaknesses of the company, identify opportunities for improvement and identify potential threats.

It is also important to analyze the needs and preferences of the target audience in order to understand what changes and improvements can most effectively increase the company's competitiveness among consumers.

The assessment allows the company to develop a strategy to improve competitiveness, determine the specific steps and activities necessary to achieve this goal, and evaluate the effectiveness of the changes being implemented.

The assessment of the competitiveness of an enterprise takes place in the context of the industry and in comparison with other companies. Competitiveness is a relative concept, and its level can fluctuate depending on many factors.

External factors such as changes in the economic environment, political decisions, technological innovations and changes in consumer demand can significantly affect the competitiveness of an enterprise. In addition, internal factors such as the level of efficiency of production processes, product quality, level of innovation, resource and talent management also affect competitiveness.

Understanding that competitiveness depends on the complex relationship of internal and external factors allows a company to more accurately assess its position in the market, as well as develop strategies and tactics that will allow it to successfully compete and adapt to changes in the environment.

Competitiveness cannot be assessed without a competitive analysis that identifies the strengths and weaknesses of an organization in comparison to other companies in the market. To understand the competitive situation, you need to understand:

- 1) market size;
- 2) the growth rate of the market and at what stage it is;
- 3) the number of companies in the market and their size;
- 4) the level of profitability of companies in the industry;
- 5) intensity of competition and methods of competition;
- 6) the main trends in technological change and their pace;
- 7) entry/exit barriers; main suppliers;
- 8) prospects for the development of the industry as a whole.

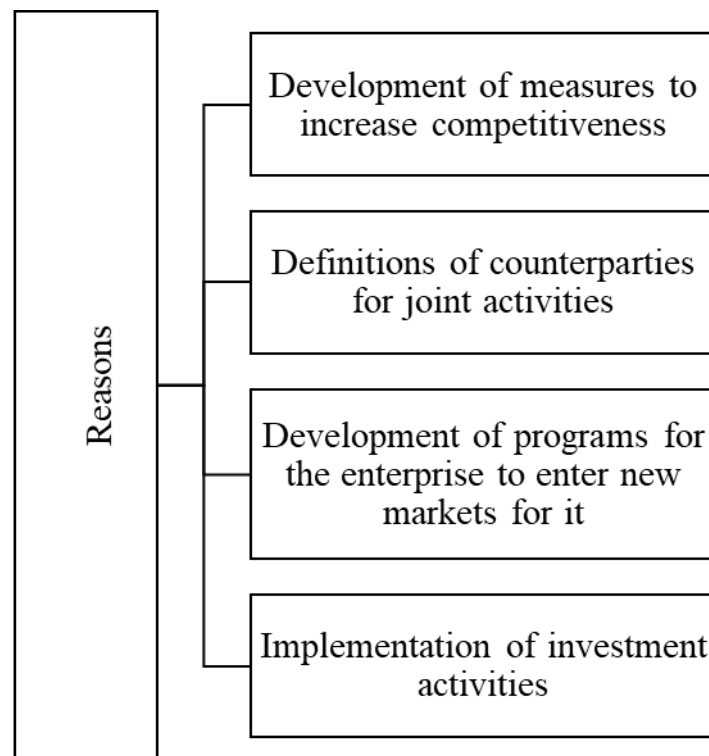


Figure 1.3 - Reasons for assessing the competitiveness of a company

Source: compiled by the author based on [29]

The competitiveness of an enterprise can be assessed using various methods, each with its own advantages and limitations. Below is a detailed description of several of these methods:

1. Benchmarking method

This method involves comparing your company's key metrics to those of competitors in the industry. Factors such as market shares, sales volume, profitability, innovativeness and others are analyzed.

Advantages: allows you to identify the relative strengths and weaknesses of the company in comparison with competitors. Helps identify areas for improvement.

Limitations: it can be difficult to find accurate and comparable competitor data. Does not take into account the unique aspects and strategies of each company.

2. Asset valuation method

This method is based on the valuation of the company's property assets, such as technology, patents, real estate, etc. These assets can serve as sources of competitive advantages.

Benefits: allows you to assess competitiveness based on real assets. Takes into account property resources that can provide a long-term advantage.

Limitations: does not take into account other important aspects such as brand reputation and quality of management.

3. Resource and ability assessment method

This method analyzes the internal resources and capabilities of the company, which can be sources of competitive advantage. Resources may include personnel, technology, knowledge, etc.

Benefits: takes into account internal aspects that can make the company more competitive. Allows you to identify areas for improvement.

Limitations: does not take into account external factors and the competitive environment.

4. Customer value method

This method focuses on understanding how much value a company's product or service provides to customers. Analyzed indicators of customer satisfaction, loyalty and reviews.

Advantages: allows you to evaluate how well the company meets the needs of customers. Focused on the real needs of the market.

Limitations: does not take into account other aspects of competitiveness such as operational efficiency and innovation.

5. Structural analysis method

This method breaks competitiveness into its constituent elements and analyzes their relationship and influence on each other. Allows you to highlight the key factors that determine competitiveness.

Advantages: allows you to systematize and analyze various aspects of competitiveness. Helps identify important factors for improvement.

Limitations: may require complex analysis and modeling, does not always take into account the dynamics of the market.

Each of these methods provides a unique perspective on a company's competitiveness. Often the most effective approach is a combination of several methods to get a more complete and objective picture.

The competitiveness of an enterprise is affected by an increase or decrease in demand and changes in consumer behavior in the market. Depending on existing trends, the economic situation, the values dominant in society, and other factors, consumers either tend to purchase goods of satisfactory quality at a low price (the emergence of a “rational” consumer), or demonstrate a rush demand for new products (remember spinners that suddenly “shot” on the market and which everyone safely forgot about six months later), then they become more demanding in terms of additional services: delivery speed, quality of related services, etc. These factors force companies to change following the changing preferences of the target audience.

Also, competitiveness is directly affected by the presence of a sustainable competitive advantage - a special competence that is important for the organization's activities, which is less represented by competitors. This competitive advantage has three characteristics:

1. Based on product characteristics that are important to consumers.
2. Competitors cannot copy this advantage in the short term.
3. The advantage is sustainable even when the environment changes.

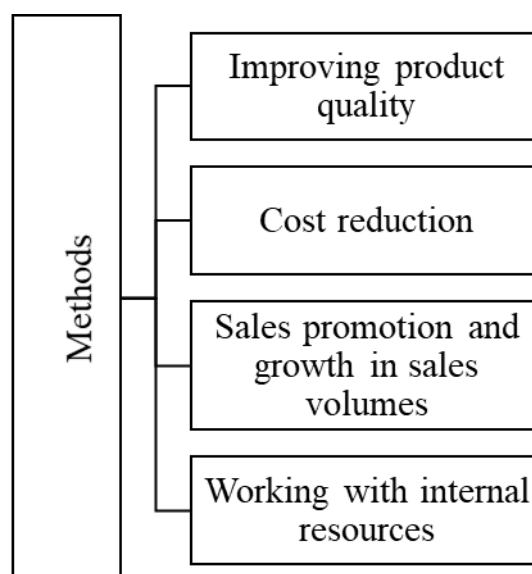


Figure 1.4 - Methods for increasing the company's competitiveness

Source: compiled by the author based on [5]

Each of these methods in Pic. 1.4 plays an important role in increasing the competitiveness of the enterprise, providing it with advantages in the market and contributing to the successful long-term activity.

Improving product quality

Improving product quality is a key factor in attracting and retaining customers. This includes continual improvement in the design, functionality and performance of a product or service. A company must strive to meet or exceed customer expectations and pay attention to detail in order to create a product that provides unique value and experience for consumers.

Cost reduction

Effective cost management and cost reduction in production, procurement, logistics and other areas of activity allow the company to offer competitive prices without compromising product quality. This may include process automation, supply chain optimization, efficient use of resources and rational use of labor resources.

Sales promotion and growth in sales volumes

This method is associated with the development of effective marketing strategies aimed at attracting new customers and increasing sales. This may include active advertising, promotion of products on various platforms, loyalty programs, discounts and special offers. The growth in sales volumes allows the company to achieve economies of scale and increase its market share.

Working with internal resources

Internal resources such as the knowledge, skills and talents of employees can be a valuable source of competitive advantage. Companies can invest in the training and development of their people, stimulate innovative ideas, and build cohesive teams that can effectively solve problems. Internal resources may also include the optimization of the organizational structure and processes.

Combining and improving these methods allows the company to achieve sustainable competitiveness and successfully compete in the market. It is important to

consider the context of the company, the specifics of the industry, and the needs of customers when applying these methods to achieve the best results.

Company competitiveness tools are specific methods, approaches and strategies that an organization can use to strengthen its market position and achieve competitive advantage. The main tools to increase competitiveness:

Innovation and Research and Development (R&D): the creation of new products, technologies or processes can give a company a significant advantage in the marketplace. Investing in IIRD allows you to create unique solutions, improve existing products and increase their efficiency.

Strategic management: the development and implementation of long-term strategies allows the company to adapt to a changing market environment, identify new opportunities and allocate resources efficiently.

Marketing and branding: building a strong brand and effective marketing strategies can attract and retain customers, create product loyalty and increase company awareness.

Business process optimization: by analyzing and improving business processes, you can reduce costs, improve efficiency and quality of work, and respond faster to market changes.

Quality and training of personnel: investing in the training and development of employees contributes to the development of skills, increased productivity and the creation of a team capable of effectively solving problems.

Cost reduction and cost optimization: effective cost management allows the company to offer competitive prices while maintaining high product quality.

Developing Customer Relationships: satisfied customers become loyal and can recommend the company to others. Building and maintaining positive customer relationships enhances a company's reputation and attractiveness.

International expansion: entering international markets can provide additional opportunities for growth and diversification.

Social Responsibility and Sustainability: doing business in a socially and environmentally responsible manner can attract the attention and support of customers and investors.

Partnerships and Cooperation: collaboration with other companies or organizations can create synergies and expand resources.

The combination and application of these tools allows the company to work effectively to increase its competitiveness and successfully compete in the market.

So, we can conclude that increasing the competitiveness of a company is a complex and multifaceted process that requires an integrated approach and in-depth analysis. To compete successfully in the market, it is necessary not only to have high-quality products and services, but also to constantly improve business processes, maintain a high level of employee qualifications, pay attention to innovation and actively respond to changes in the external environment.

Increasing competitiveness also requires flexibility and the ability to quickly adapt to new market requirements, strive for continuous improvement and the implementation of best practices. It is important to take into account both internal and external factors, evaluate your opportunities and risks, study the actions of competitors and constantly improve your strategies.

Competitiveness is not a static state, but a continuous process of development and improvement, which requires a company to be ready for change and strive for continuous improvement. All of the above factors and practices contribute to building a strong market position for a company, enabling it to successfully compete and thrive in a dynamic and competitive business environment.

1.4 Methods for assessing the competitiveness of a company

In today's dynamic business environment, full of competition and constant change, maintaining and strengthening the company's position in the market becomes a priority task. However, in order to effectively confront competitors and achieve sustainable competitiveness, it is necessary to have a clear understanding of your strengths and weaknesses, as well as the opportunities and threats of the external

environment. In this context, methods for assessing the competitiveness of a company are an important tool that provides an analytical basis for the development and implementation of successful strategies. These methods allow companies to systematically analyze their characteristics, compare them with those of competitors and find ways to increase their attractiveness in the market.

Methods for assessing the competitiveness of a company

1. SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

SWOT analysis is "the main tool for assessing the competitiveness of a company. It allows you to identify the internal strengths and weaknesses of the company, as well as external opportunities and threats that may affect its success. As a result of the analysis, the company can focus on strengthening its advantages and minimizing negative factors, which contributes to increasing competitiveness"[29].

The Porter Matrix "provides a structured analysis of a company's competitive environment. It assesses the five main forces that affect competition in an industry: the threat of new competitors, the threat of product substitutions, the strength of negotiations with suppliers, the strength of negotiations with buyers, and the degree of competition within the industry"[29]. This method allows you to identify strategic points of growth and management of competitive forces.

2. BCG Matrix (Boston Consulting Group)

The BCG matrix evaluates a company's product portfolio based on their market share and industry growth rate. As a result of the analysis, products are divided into four categories: stars (high market share and fast growth), money (high market share but slow growth), questions (low market share but fast growth) and cows (low market share and slow growth).). This helps the company determine which products to support and which to evolve or retire from.

3. Market share analysis

This method involves estimating the market share occupied by the company and comparing it with the shares of competitors. Market share analysis allows you to determine how competitive a company is in its industry and what steps need to be taken to increase its market share.

4. Innovation Analysis

Innovation analysis assesses a company's ability to develop and implement new products, technologies and solutions. This method allows you to identify how a company is able to adapt to a changing market environment and what innovative approaches can increase its competitiveness.

5. Polygon of competitiveness

The polygon of competitiveness is a conceptual model used to analyze and determine the factors affecting the competitiveness of an enterprise or organization. The model represents three critical aspects or "sides" that must be considered in order to achieve successful competitiveness.

Each of these methods provides unique information about a company's competitiveness and can be used in combination to provide a more complete and in-depth analysis of its market position.

6. Radar of competitiveness

Radar of competitiveness is a tool utilized to assess the competitive strengths and weaknesses of a business in comparison to its competitors. It enables the identification of key aspects that impact the competitiveness of the enterprise and determine its market position.

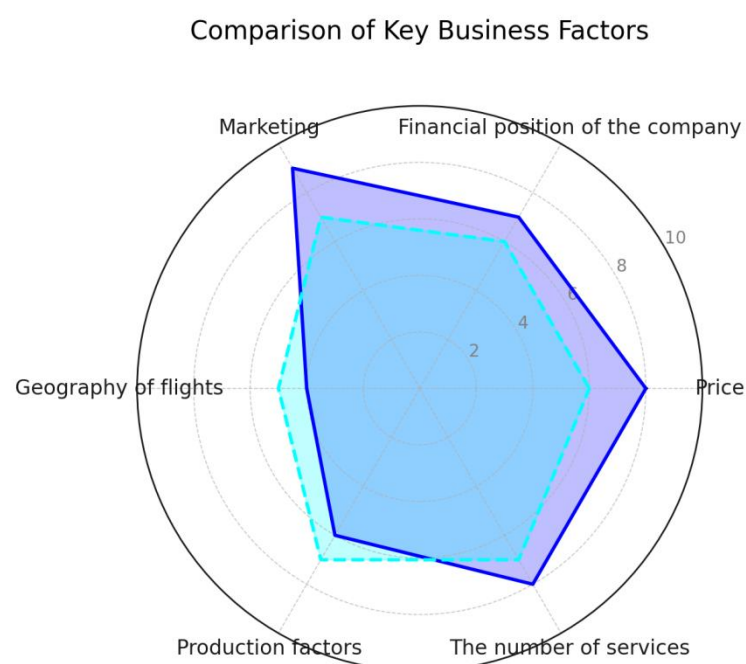


Figure 1.5 - An example of a competitiveness polygon

Source: [14]

There is no ideal methodology for a comprehensive assessment of an enterprise's competitiveness. This is due to the complexity of the business environment and the variety of factors affecting competitiveness.

It is important to understand that each technique has its advantages and limitations. For example, a SWOT analysis helps identify internal strengths and weaknesses, as well as external opportunities and threats, but it may be limited in identifying deep causes and relationships between factors.

Porter's matrix allows you to analyze the competitive position of the company in the industry, but it may not take into account the internal features and capabilities of the company.

The BKG matrix helps to determine strategic directions, but may not take into account changes in the business environment and market dynamics.

Market share analysis and innovation analysis also have their limitations in measuring competitiveness at all levels.

The competitiveness triangle emphasizes the importance of a balance between these three aspects. The enterprise must achieve harmony between meeting the needs of consumers, responding to competitive pressure and optimal use of internal resources to achieve a high level of competitiveness in the market.

Thus, an effective assessment of competitiveness requires a comprehensive approach and a combination of different methods, taking into account the specific conditions and characteristics of the enterprise.

1.5 Factors for successful implementation of competitiveness strategies

In today's business environment, where competition is constantly intensifying and market conditions are subject to rapid changes, improving the competitiveness of the company becomes an important strategic task. The effective implementation of this task requires not only the development of appropriate strategies, but also their successful implementation. Competitiveness strategies can include a wide range of

measures and activities aimed at improving the company's position in the market, creating competitive advantages and ensuring sustainable growth.

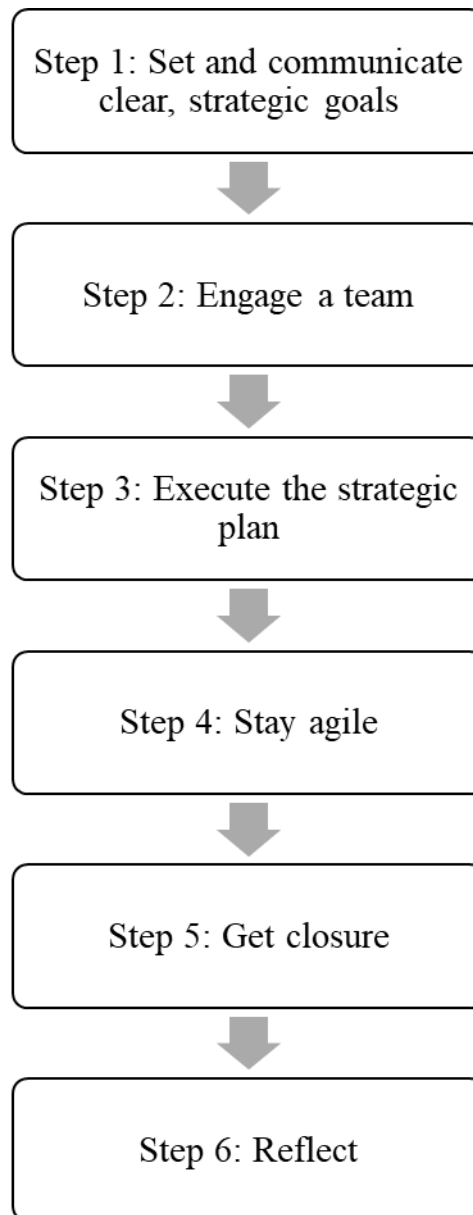


Figure 1.6 - The 6 key strategy implementation steps

Source: compiled by the author based on [35]

However, the successful implementation of strategies to improve the competitiveness of the company is a complex process that depends on many factors. In this context, it is important to highlight the key aspects that contribute to the achievement of the set goals and ensure the effective implementation of strategic initiatives. Consideration and analysis of these factors will allow a better

understanding of how a company can ensure the successful implementation of strategies to increase its competitiveness on a long-term basis.

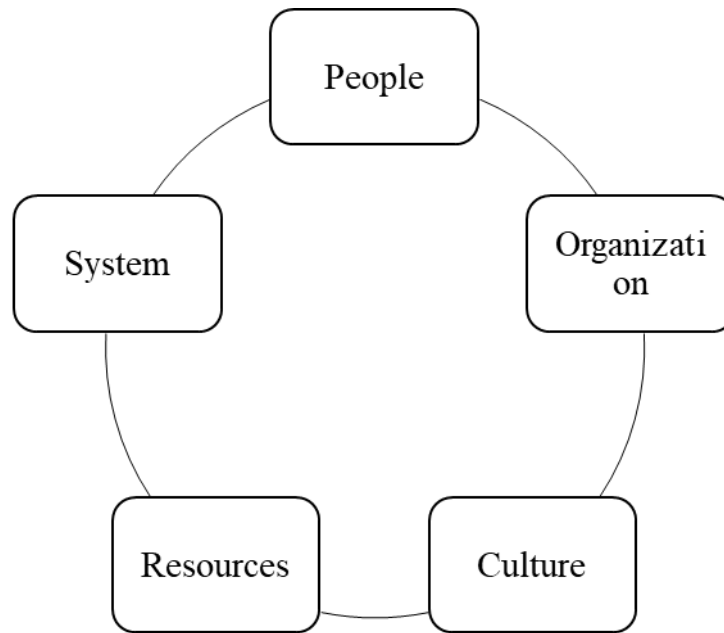


Figure 1.7 - The 5 key components to support strategy implementation

Source: compiled by the author based on [35]

A capable and well-equipped team is essential for the successful execution of chosen strategy. It is vital to select, recruit, and train individuals with the appropriate expertise and capacity to ensure the necessary competencies are available within project team.

Clearly defined roles and responsibilities across organization are crucial for establishing accountability throughout the strategy implementation. Establishing a clear chain of command is equally important, ensuring effective communication channels during the execution phase.

The organizational culture within company plays a pivotal role. During the deployment of new strategies, maintaining clarity, reducing confusion, and alleviating stress among teams are paramount. Establishing a sense of inclusivity and value among all employees is critical for achieving a successful and efficient implementation.

Strategic resource allocation holds significant importance. Resources encompass both financial aspects, such as labor costs, and non-financial elements, like the time required for strategy implementation.

The functionality of the tools, capabilities, and systems in place is another vital factor. Thorough understanding of how each of these components operates and their role in supporting the strategic management process during and beyond implementation is essential.

Successful implementation of a company's competitiveness strategies includes:

1. Leadership and Vision

This factor implies the active participation of the top management of the company in the development and support of strategies to improve competitiveness. Company leaders must not only define strategic directions for development, but also ensure their implementation through the creation of a motivating working atmosphere and an effective internal communication process. Example: A company executive has developed a strategy for expanding into a new market. He actively interacts with the team, provides resources and support to ensure the successful implementation of the strategy.

2. Adequate understanding of the market

This factor involves an in-depth analysis of the market environment, including customer needs, competitors' actions and general trends. Based on this analysis, the company can accurately determine its goals and strategic development paths. Example: A company manufactures home care products and conducts market research to identify growing demand for organic products. It is adapting its strategy to meet this demand.

3. Focus on customers

This factor implies a complete orientation of the company to meet the needs and expectations of customers. A company must understand that creating value for customers is the basis for its competitiveness. Example: An electronics manufacturer actively collects feedback from customers to find out which features and

specifications are most important to them. They use this information to improve their products.

4. Innovation and technology

This factor is associated with the constant use of modern technologies and the desire for innovation. Companies that successfully implement new technologies and innovative solutions can improve their products and processes, which affects their competitiveness. Example: A software company invests in research and development to create new features and functionality for its software products, which makes them more attractive to customers.

5. Efficient resource management

This factor means that the company must use its financial, time, human and other resources in the most efficient and effective way. Efficient resource management allows a company to maximize its productivity and achieve strategic goals. Example: A company producing goods has optimized its production processes, which has allowed it to reduce costs and improve product quality.

6. Team and staff

This factor implies the presence of highly qualified employees who share the values and goals of the company. The team must be able to implement strategic decisions and collaborate effectively to achieve common goals. Example: A technology company has attracted experienced AI professionals, which has allowed it to develop innovative solutions and strengthen its market position.

7. Flexibility and adaptability

This factor implies that the company must be ready to respond quickly to changes in the market environment, external factors and customer requirements. Flexibility and adaptability allow the company to adapt to new conditions and remain competitive. Example: A fast food retailer responds to food trends and offers alternative menus for customers with different dietary preferences.

8. Optimal structure and processes

This factor is related to ensuring an efficient organizational structure and streamlined business processes. The company must have clear and efficient work

processes that facilitate the rapid implementation of strategies. Example: A manufacturing company has implemented a quality management system that has enabled it to reduce manufacturing defects and improve product quality.

9. Financial stability

This factor means that the company must have sufficient financial resources to implement strategies to improve competitiveness. Financial strength allows the company to invest in research and development, equipment upgrades, staff training and other initiatives that contribute to its development. Example: A manufacturing company received an investment from a venture capital fund, which allowed it to expand production and launch a new product line.

10. Marketing and promotion

This factor implies the development and implementation of effective marketing and advertising strategies. The company must actively promote its products in the market, attract the attention of customers and create a unique brand image. Example: A technology company ran a successful advertising campaign that attracted a wide audience and increased demand for its products.

11. Communication with stakeholders

This factor includes establishing partnerships with key participants in the business ecosystem such as suppliers, customers, investors and other stakeholders. By maintaining active communication and collaboration, the company can gain access to new resources, knowledge and opportunities. Example: A restaurant has partnered with local farmers to ensure its menus are fresh and natural.

12. Monitoring and evaluation

This factor implies systematic monitoring of the results and effectiveness of implemented strategies. The company should regularly evaluate how successfully the set goals are being achieved, and make adjustments to the strategies, if necessary. Example: A retail chain conducts regular analysis of sales and customer feedback, which allows it to quickly respond to changes in customer preferences and adjustments to marketing plans.

13. Education and development

This factor suggests that the company invests in the training of its employees and supports their professional development. This may include conducting trainings, seminars, online courses and other educational activities. Trained and competent employees are able to effectively implement the company's strategies and innovate. Example: An IT company provides its employees with access to online learning platforms so they can develop their programming skills and follow the latest technology trends.

14. Enterprise culture

This factor means that the company contributes to the creation of a corporate culture that supports and is consistent with its strategic goals. An effective corporate culture contributes to the high motivation of employees, their involvement and cooperation. Example: An innovation-driven company creates an environment where employees are encouraged to come up with new ideas and discuss possible process improvements.

15. Willingness to take risks

This factor implies that the company understands the importance of risk and is ready for it when implementing new strategies and innovations. Risk-taking means being willing to accept uncertainty and the possibility of failure, while still striving to achieve great results. Example: An electronics manufacturer decides to introduce a new technology to its product line, recognizing that it may require training time and upfront costs, but will provide a competitive advantage in the future.

16. Change management

This factor means that the company has an effective system for managing the change processes associated with the implementation of new strategies. Successful change management includes planning, communication, monitoring and adaptation. Example: A retail chain decides to change its customer loyalty strategy, and for this it develops a detailed plan, trains employees on new processes and systems, and regularly collects feedback from customers to correct the strategy.

Each of these factors plays an invaluable role in ensuring the successful implementation of strategies aimed at increasing the competitiveness of the company.

They interact and influence each other, creating a complementary effect that stimulates sustainable growth, progress and strengthening of market positions. So, the interaction and joint action of these factors form an integrated approach to increasing the competitiveness of the company, ensuring sustainable growth, development and strengthening of its position in the market.

CHAPTER 2

ANALYSIS OF THE FEATURES OF COMPETITIVENESS AT THE ZHONGTONG BUS HOLDING CO.,LTD

2.1 Organisational and economic characteristics of Zhongtong Bus Holding Co.,Ltd

Zhongtong Bus Holding Co., Ltd. is a prominent player in the Chinese bus manufacturing industry, known for its comprehensive range of products and strong market presence both domestically and internationally. Founded in 1958 as the Liaocheng Vehicle Manufacturing and Repair Factory, the company began its specialization in bus production in 1971. The renaming to Zhongtong Bus Holding Co., Ltd. in 1998 marked a significant milestone, propelling the company towards greater innovation and market expansion.

Zhongtong Bus operates one of the most advanced bus manufacturing facilities in China, covering an area of 471,000 square meters. The facility is equipped with over 2,000 modern production machines, enabling the company to produce a wide range of buses, including urban buses, intercity buses, and tourist buses. The company's annual production capacity is approximately 30,000 units, making it one of the largest bus manufacturers in China.



Figure 2.1 – Logo from the official website of Zhongtong Bus Holding Co.,Ltd
Source:[37]

Table 2.1 -Production Capacity and Output of Zhongtong Bus (2020-2023)

Year	Total Production Capacity (Units)	Actual Output (Units)	Utilization Rate (%)
2020	30,000	25,000	85.3
2021	30,000	26,500	88.3
2022	30,000	28,000	93.3
2023	30,000	29,000	96.7

Source: 42

This table illustrates the production capacity and output of Zhongtong Bus from 2020 to 2023. The data indicates a steady increase in output and a rising utilization rate, reflecting the company's growing efficiency and market demand for its products.

Zhongtong Bus's product lineup includes a diverse range of models that cater to different market segments. The company's commitment to innovation is evident in its development of electric buses and hybrid drives, positioning itself as a leader in green technology within the bus manufacturing industry.

The organizational structure of Zhongtong Bus is designed to efficiently manage its large-scale operations and complex production processes. The company's departments are specialized to ensure that all aspects of production, research, development, and marketing are effectively coordinated.

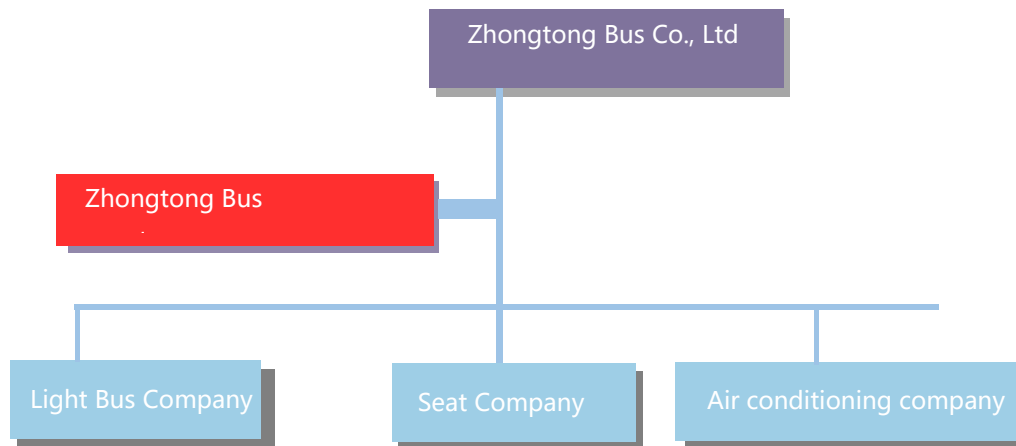


Figure 2.2 - Organization structure of Zhongtong Bus Holding Co.,Ltd
Source: Zhongtong Bus Company Documents

Zhongtong Bus Holding Co., Ltd. operates with a comprehensive organizational structure that manages various aspects of its business operations. The Business Department oversees the overall business activities, while the Company Office handles administrative functions. The Data Engineering Center supports data analysis and engineering, and the Human Resources Department manages staffing and employee-related matters. The company's marketing efforts, both domestically and internationally, are directed by the Domestic and Overseas Marketing Companies.

Specialized production, such as unique and customized vehicle models, is the focus of the Special Vehicle Company. Legal affairs and investments are managed by the Legal and Investment Management Department, and compliance and internal audits are overseen by the Audit and Supervision Department. Market research and management fall under the Market Management Department, while financial planning and operational management are the responsibility of the Finance and Operations Management Department.

Innovation and development are driven by the Bus Research Institute, supported by the Product Planning Department, which manages new product development, and the Process Research Institute, which improves manufacturing processes. Procurement and quality assurance are handled by the Procurement Center and Quality Management Department, respectively.

The company also places emphasis on workplace safety and environmental protection through the Department of Safety and Environmental Protection. The Manufacturing Engineering Department oversees the production engineering aspects, including the welding, painting, and assembly workshops, as well as the trial delivery of vehicles. Lastly, the Light Bus Manufacturing Plant specializes in the production of light buses.

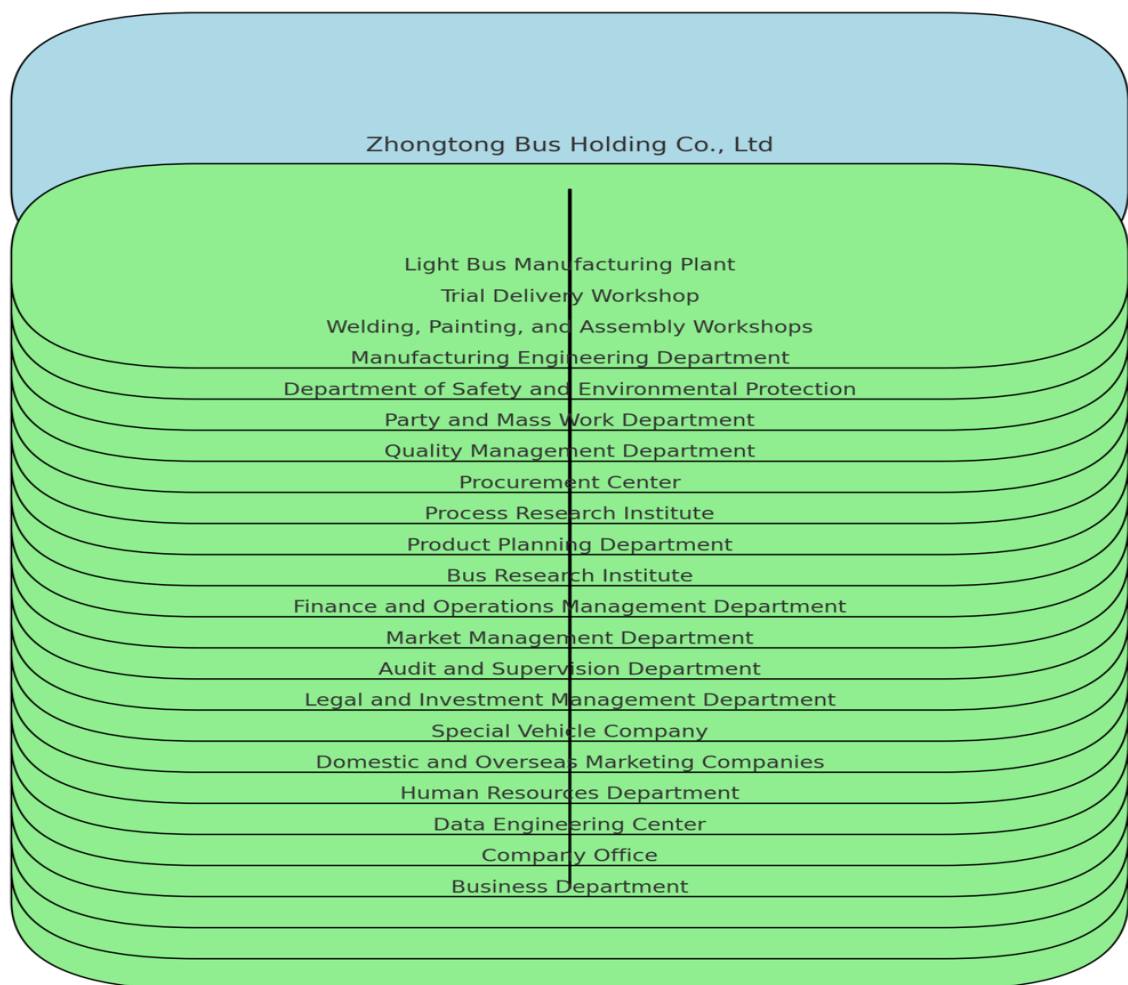


Figure 2.3 - Management Structure of Zhongtong Bus Holding Co., Ltd

Source: Zhongtong Bus Company Documents

The financial performance of Zhongtong Bus has shown significant growth over the years, driven by its strong market presence and continuous innovation. The company's financial health is reflected in its revenue growth, profitability, and investment in research and development.

Table 2.2- Financial Performance of Zhongtong Bus (2020-2023)

Year	Revenue (Billion RMB)	Net Profit (Billion RMB)	R&D Investment (Billion RMB)	R&D as % of Revenue
2020	10.5	1.2	0.5	4.7
2021	11.2	1.3	0.6	5.4
2022	12.3	1.5	0.7	5.7
2023	13.5	1.8	0.8	5.9

Source: 43

This table highlights the financial growth of Zhongtong Bus from 2020 to 2023. The consistent increase in revenue and net profit, alongside rising investment in research and development, underscores the company's commitment to innovation and its ability to capitalize on market opportunities.

Zhongtong Bus offers a comprehensive range of products that are known for their quality, reliability, and fuel efficiency. The company's product lineup includes urban buses, intercity buses, and tourist buses, with lengths ranging from 6 to 13.7 meters. Zhongtong's bus models, such as "ZhongTong Navigator," "ZhongTong Cruise," and "ZhongTong Caesar," are widely recognized in the market for their strong competitiveness.

Table 2.3- Key Product Categories of Zhongtong Bus

Product Category	Description	Market Focus
Urban Buses	Designed for city transportation, focusing on efficiency	Public transport companies
Intercity Buses	For longer routes between cities, prioritizing comfort	Intercity transport operators
Tourist Buses	High-end buses designed for tourism and long-distance travel	Tour operators and travel agencies
School Buses	Specialized buses for student transportation	Educational institutions and schools
Electric and Hybrid Buses	Environmentally friendly buses using alternative energy sources	Public and private transport operators

Source: developed by author with using [44]

This table provides an overview of the main product categories offered by Zhongtong Bus. The company's focus on innovation and sustainability is particularly

evident in its electric and hybrid bus offerings, which cater to the growing demand for environmentally friendly transportation solutions.

Zhongtong Bus collaborates with a network of suppliers to source the components needed for its wide range of bus models. The company maintains strong relationships with its suppliers to ensure a steady supply of high-quality parts, including batteries, motors, axles, tires, and window glass.

Table 2.4- Major Suppliers and Buyers of Zhongtong Bus

Category	Suppliers/Buyers	Key Components/Products Provided/Purchased
Suppliers	Battery Suppliers	Lithium-ion batteries for electric buses
	Motor Suppliers	Electric motors for bus propulsion
	Axle Suppliers	Axles for various bus models
	Tire Suppliers	Tires specifically designed for buses
	Glass Suppliers	Window glass and windshields
Buyers	Public Transport Companies	Urban and intercity buses
	School Bus Operators	School buses
	Tour Operators	Tourist buses
	Government Agencies	Buses for public transport infrastructure

Source: 45

This table outlines the major suppliers and buyers associated with Zhongtong Bus. The company's strong supply chain management and broad customer base across different segments play a crucial role in its sustained growth and market presence.

The detailed examination of Zhongtong Bus Holding Co., Ltd. reveals a well-structured organization with a robust production capability, a comprehensive product lineup, and a strong financial performance. The company's commitment to innovation, particularly in the development of green technologies such as electric and hybrid buses, positions it favorably in a competitive global market. As the demand for environmentally friendly transportation continues to grow, Zhongtong Bus is

well-equipped to meet these challenges and maintain its leadership in the bus manufacturing industry.

2.2 Features of the company's activities and analysis of the main indicators of financial activities

Zhongtong Bus Holding Co., Ltd. is a renowned Chinese bus manufacturing company with a long history of innovation and market leadership. Established in 1958, Zhongtong has evolved into a major player in the global bus industry, offering a wide range of products and services. This section provides an in-depth analysis of the company's main characteristics, financial performance, and its ongoing commitment to green technological innovation.

Zhongtong Bus is a joint-stock company specializing in the manufacture of large buses, with a strong emphasis on technological innovation, particularly in the development of electric and hybrid buses. These innovations align with global trends toward eco-friendly transportation solutions, positioning Zhongtong as a key player in this evolving market.

Zhongtong Bus Holding Co., Ltd. is a leading Chinese bus manufacturing enterprise, specializing in the production of large buses for over 40 years. As one of the first bus companies registered in China, Zhongtong has established itself as a pioneer in the industry. The company has integrated world-leading Dutch BOVA production technology, enabling an annual production capacity of 30,000 buses, covering a wide range of models from H&M class to large luxury buses.

Zhongtong Bus possesses strong research and development capabilities, supported by a provincial research center for bus technology. It has been recognized as a demonstration enterprise for the CIMS project and the national plan 863. In 1998, Zhongtong became the first bus manufacturer in China to be certified to ISO 9001 standards and successfully obtained the "CCC" (China Compulsory Certification).

Table 2.5 - The main characteristics of the company

Category	Details
Company Name	Zhongtong Bus Holding Co. Ltd.
Business Type	Manufacturer
Product/Service	Coach buses, city buses, tourist buses, school buses, logistics vehicles, and special-purpose vehicles.
Registered Address	No. 261 Huanghe Road, Economic Development Zone, Liaocheng, Shandong, China
Brands	Navigator, Cruise, Sparking, Caesar, Catch, Triumph, Sunny, Fashion
Number of Employees	3966
Company Website URL	zhongtong.com
Year Established	1958
Legal Representative	Mr. Hu Haihua
Main Markets	North America, South America, Eastern Europe, Southeast Asia, Africa, Oceania, Mid East, Eastern Asia
Main Customers	Domestic and international customers, public transport companies, tour operators, school bus operators, government agencies
Total Annual Sales Volume	Above US\$500 Million
Export Percentage	41% - 50%
Factory Size	1667,000 square meters
Factory Location	No. 261 Huanghe Road, Economic Development Zone, Liaocheng, Shandong, China
QA/QC	In-House
Number of R&D Staff	Above 500 People
Number of QC Staff	61 - 70 People
Management Certification	ISO 9001:2000, ISO 14001:2004, CCC (China Compulsory Certification)
Contract Manufacturing	OEM Service Offered, Design Service Offered, Buyer Label Offered
Research and Development	Over 580 authorized patents, contributions to national standards, and involvement in key national and provincial research projects.
Product Capacity	30,000 units per year, including over 80,000 new energy vehicles in total, sold in over 100 countries and regions.
Green Technology	Leading in electric and hydrogen fuel cell buses, with significant social and economic benefits, market leader in new energy and hydrogen fuel cell bus segments.

Source: compiled by the author based on [37]

Over the years, Zhongtong has consistently been recognized with numerous accolades, including the titles of "Famous Shandong Brand," "National Large Industrial Enterprise," "Top 500 Chinese Information Constructors," "Top 500 Machinery Industry Enterprises," "Shandong High-Tech Enterprise," and "Honest Demonstration Company." Zhongtong Bus has also been honored as one of the "Top 10 Influential Bus Industry Brands."

In early 2006, Zhongtong successfully produced its first hybrid bus, marking a significant achievement as part of the "Key Scientific and Technological Projects of Shandong for the 11th Five-Year Plan." The company places a strong emphasis on exports, gaining recognition for its outstanding achievements. The China Chamber of Commerce recommended Zhongtong as the "Export Brand of Shandong Province" and "Export Brand of the Year."

Zhongtong Bus offers a comprehensive product lineup that includes urban buses, tourist buses, and more, ranging from 6 to 13.7 meters in length. The company's six series, with over 80 models such as "ZhongTong Navigator," "ZhongTong Cruise," "ZhongTong Caesar," "ZhongTong Creator," "ZhongTong Catch," "ZhongTong Sunny," and "ZhongTong Fashion," are all highly competitive in the market.

The company's buses have been chosen for significant events, such as being designated the exclusive bus for Miss World 2003 and selected for the Beijing Olympics in 2008. Zhongtong has gained significant recognition at the World Auto Show and has received multiple awards, including the "Annual Award for Best Design Form," "Annual Prize for Best Safety Equipment," "Annual Prize for Best Luxury Tourist Bus," "Annual Prize for Best New Bus," and "Annual Best Bus Manufacturer." Additionally, Zhongtong Bus won the "Golden Prize for National City Bus" and "Golden Prize for National Highway Bus" at the National Bus Championship.

Zhongtong Bus continues to lead the development of the bus industry with innovative and customer-focused products and services. Its dedication to quality and technological advancement has solidified its position as a key player and a trusted supplier in the global bus market.

Analyzing a company's financial performance is crucial as it provides key insights into its financial health, operational efficiency, and sustainability. Such analysis allows for assessing the company's ability to generate profits, manage debts, attract investments, and distribute dividends. It also helps identify potential risks and

areas for improvement, enabling informed decisions that enhance the company's financial stability and long-term success.

Table 2.6 - Company Income Statement (Million CNY, Excluding Shares)

Index	31/12/2023	31/12/2022	01/01/2022	01/01/2020
Total Revenue	5720.00	5276.18	4586.63	4407.6
Revenue	5560.00	5100.51	4442.54	4407.6
Other Income	160.00	175.67	144.09	-
Cost of Revenue	4600.00	4386.17	4073.23	3788.94
Gross Profit	920.00	890.02	513.4	628.66
Total Operating Expenses	5250.00	5255.94	4797.87	4386.87
Operating Income	170.00	120.24	211.24	20.73
Net Income After Taxes	140.00	98.33	219.53	23.52

Source: Compiled by the author based on [37]

This table shows the dynamic financial performance of Zhongtong Bus over recent years. The company experienced a decline in revenue from 2019 to 2020, followed by a gradual recovery, culminating in a notable increase by 2023. Gross profit showed consistent improvement from 2022 to 2023, reflecting better control over production costs and enhanced operational efficiency. The fluctuations in net income, including periods of reduced profitability, suggest financial challenges, particularly during 2021 and early 2022. However, the steady recovery in operating income by 2023 indicates a significant positive turnaround, likely driven by strategic cost management, operational improvements, and an uptick in market demand. The overall increase in total assets and shareholder equity further underscores the company's strengthened financial position and resilience in adapting to changing market conditions.

Table 2.7 - Company Balance Sheet (Million CNY, Excluding Shares)

Index	31/12/2023	31/12/2022	01/01/2022	01/01/2020
Total Current Assets	7600.00	7434.85	7971.36	8653.44
Cash and Short-Term Investments	2200.00	2075.24	1699.1	477.52
Net Accounts Receivable	4900.00	4826.24	5020.05	6539.78
Total Inventory	470.00	456.53	449.92	573.68
Total Assets	9500.00	9368.05	9875.36	10486.5
Total Current Liabilities	6350.00	6266.2	6856.72	6331.39
Total Liabilities	6800.00	6705.41	7316.2	7714.96

Source: Compiled by the author based on [37]

The balance sheet analysis reveals that Zhongtong Bus experienced a decrease in total assets from 2019 to 2022, followed by a modest recovery by 2023. This recent increase in total assets likely reflects strategic investments and improved market conditions. The slight reduction in current liabilities by 2023, along with the stability in shareholders' equity, suggests an overall strengthening of the company's financial structure. However, the increase in long-term obligations in 2023 indicates that while the company is leveraging debt to support growth, this aspect will require careful monitoring to ensure continued financial health. The consistent rise in shareholders' equity demonstrates a solid and resilient financial foundation, despite some fluctuations in other financial metrics.

Table 2.8 - Company Financial Summary (Million CNY, Excluding Shares)

Index	31/12/2023	31/12/2022	01/01/2022	01/01/2020
Total Revenue	5720.00	5276.18	4586.63	4407.6
Gross Profit	920.00	890.02	513.4	618.66
Operating Income	170.00	120.24	211.24	20.73
Net Income	140.00	98.33	219.53	23.52
Total Assets	9500.00	9368.05	9875.36	10486.5
Total Liabilities	6800.00	6705.41	7316.2	7724.96
Total Shareholders' Equity	2700.00	2662.64	2559.16	2771.54

Source: Compiled by the author based on [37]

This financial summary highlights the key performance indicators of Zhongtong Bus over recent years. The company's total revenue shows fluctuations, with a significant decline from 2019 to 2020, followed by a steady recovery culminating in a notable increase by 2023. Gross profit followed a similar trend, with variations in operational expenses impacting profitability. Despite these challenges, the consistent increase in shareholders' equity from 2022 to 2023 underscores the company's resilient financial position.

Zhongtong Bus has reinforced its position as a leader in green technological innovation within the bus manufacturing industry. The company's continued development of electric and hybrid buses demonstrates its commitment to sustainability, aligning with global trends toward reducing carbon emissions and

promoting eco-friendly transportation solutions. These efforts not only enhance Zhongtong's competitive edge but also contribute to its long-term financial stability and growth.

Table 2.9 - Green Technological Innovations at Zhongtong Bus

Innovation Area	Description
Electric Buses	Development of fully electric buses with zero emissions and high energy efficiency.
Hybrid Buses	Creation of hybrid buses combining internal combustion engines with electric motors to reduce fuel consumption.
Renewable Energy Integration	Use of renewable energy sources in production facilities to minimize carbon footprint.
Advanced Battery Technology	Research and development of advanced battery systems to enhance the range and reliability of electric buses.
Hydrogen Fuel Cell Buses	Exploration of hydrogen fuel cell technology for long-range, emission-free bus travel.

Source: Compiled by the author based on [37]

Zhongtong's focus on green technological innovation is also evident in its efforts to integrate renewable energy sources into its production processes. By reducing the carbon footprint of its manufacturing operations, the company is not only improving its environmental credentials but also setting an example for other manufacturers in the industry.

The development of advanced battery technology is another area where Zhongtong Bus is making significant strides. The company is investing in research to create batteries that offer longer ranges and faster charging times, which are critical factors for the widespread adoption of electric buses. Additionally, Zhongtong is exploring the use of hydrogen fuel cells, which have the potential to provide a sustainable solution for long-distance bus travel with zero emissions.

Zhongtong Bus's strategic investments in green technology have not only bolstered its product offerings but have also positively impacted its financial performance. The shift toward producing more electric and hybrid buses has allowed the company to tap into new markets and secure contracts that prioritize sustainability.

Table 2.10 - Financial Impact of Green Technology Investments (Million CNY, 2019-2023)

Year	Increase in Revenue from Green Products	Cost Savings from Energy Efficiency	Government Subsidies Received
2019	150	50	30
2020	200	75	45
2021	250	100	60
2022	300	125	80
2023	350	150	100

Source: compiled by author used [46]

The table above shows the financial benefits derived from Zhongtong Bus's investments in green technology. The increase in revenue from green products, along with cost savings from energy-efficient production practices, has contributed to the company's bottom line. Additionally, the receipt of government subsidies for sustainable practices has further strengthened Zhongtong's financial position.

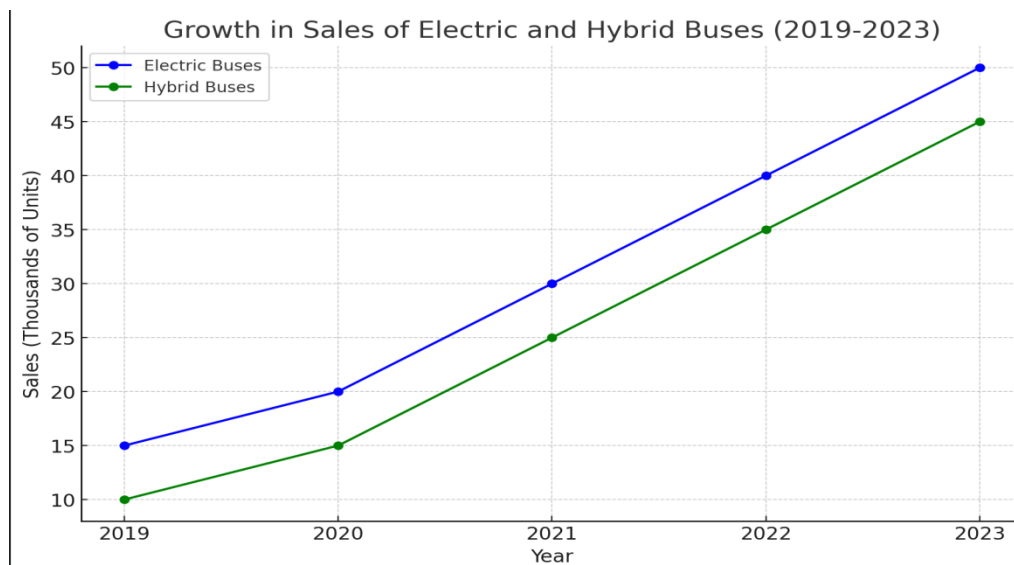


Figure 2.4 - Growth in Sales of Electric and Hybrid Buses (2019-2023)

Source: built by author used [49]

The figure above illustrates the growth in sales of electric and hybrid buses from 2019 to 2023. The steady increase reflects the growing demand for environmentally friendly transportation solutions and Zhongtong's ability to meet this demand through innovation. This trend is expected to continue as more countries

implement stricter emissions regulations and as public awareness of environmental issues rises.

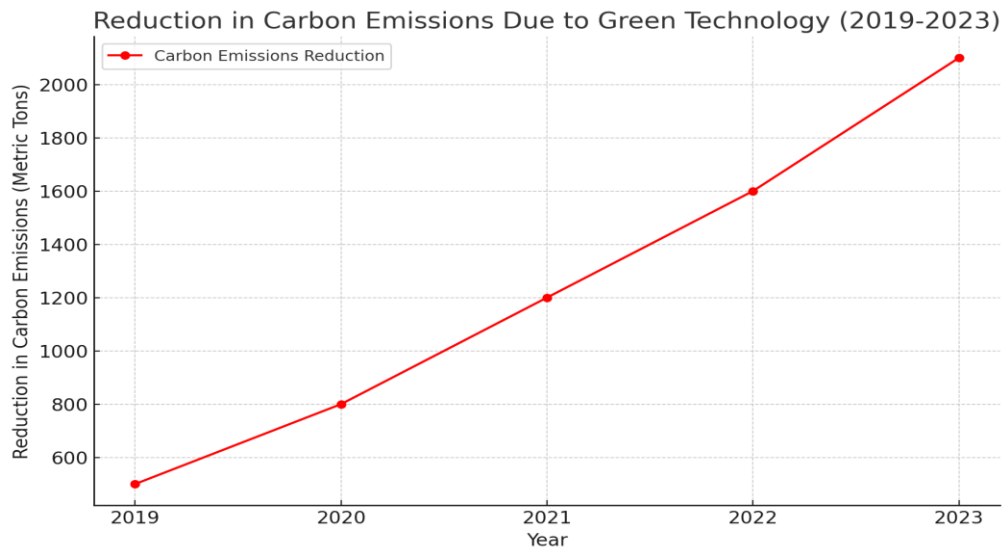


Figure 2.5 - Reduction in Carbon Emissions Due to Green Technology (2019-2023)

Source:49[49]

This figure illustrates the reduction in carbon emissions achieved by Zhongtong Bus from 2019 to 2023 due to its adoption of green technology. The company's commitment to producing electric and hybrid buses has resulted in a substantial decrease in its overall carbon footprint, aligning with global environmental goals.

Zhongtong Bus's investments in green technology have not only enhanced its product offerings but also improved its market position. The company's ability to innovate and adapt to changing market demands has positioned it as a leader in the bus manufacturing industry, particularly in the rapidly growing segment of electric and hybrid vehicles.

The table indicates a steady increase in Zhongtong Bus's market share in the green bus segment, both domestically and globally. The growth reflects the company's successful penetration into markets that prioritize sustainability and green transportation.

Table 2.11 - Market Share in Green Bus Segment (2019-2023)

Year	Market Share in China (%)	Market Share in Asia (%)	Market Share Globally (%)
2019	12	10	8
2020	14	12	9
2021	16	14	10
2022	18	16	12
2023	20	18	14

Source: compiled by author used [50]

Looking ahead, Zhongtong Bus is poised to continue its leadership in green technology within the bus manufacturing industry. The company's ongoing investments in R&D and its focus on sustainability will likely result in further advancements in electric and hybrid technology. Moreover, as governments around the world continue to implement stricter environmental regulations, the demand for Zhongtong's green buses is expected to rise, providing the company with new growth opportunities.

Zhongtong Bus Holding Co., Ltd.'s focus on green technological innovation has been a key factor in its recent financial and market successes. The company's strategic investments in electric and hybrid buses, along with its commitment to sustainability, have positioned it as a leader in the global transportation industry. As the demand for eco-friendly transportation solutions continues to grow, Zhongtong's ability to innovate and adapt will be crucial in maintaining its competitive edge and driving future growth.

2.3 Analysis of the competitiveness of the company in the company Zhongtong Bus Holding Co.,Ltd.

The analysis of Zhongtong Bus Holding Co., Ltd.'s competitive environment reveals the complexities and challenges of maintaining a strong market position in the dynamic bus manufacturing industry. As the global push toward sustainable transportation intensifies, the company's strategic focus on green technological innovation has become a critical differentiator. However, the competitive landscape

is marked by the presence of formidable rivals such as Yutong Bus, Suzhou King Long Higer Bus, Xiamen King Long Bus, and Xiamen Golden Dragon Bus, each of which brings unique strengths and capabilities to the market.

Zhongtong Bus operates in an industry characterized by rapid technological advancements and shifting market demands. The bus manufacturing sector in China, which is one of the largest in the world, is driven by the need for sustainable and efficient public transportation solutions. As urbanization accelerates and environmental regulations become more stringent, bus manufacturers are compelled to innovate and adapt to these new realities.

Yutong Bus stands out as the largest bus manufacturer in China and one of the leading players globally. Yutong's extensive R&D capabilities, particularly in electric and hybrid buses, position it at the forefront of the green technology movement. The company's strategic investments in battery technology and its ability to scale production rapidly have enabled it to capture a significant share of the market. According to a report by *ResearchAndMarkets.com* (2023), Yutong Bus accounted for approximately 35% of China's new energy bus market in 2022, demonstrating its dominance in the sector .

Suzhou King Long Higer Bus is another key competitor, known for its strong emphasis on quality and innovation. Higer Bus has built a reputation for producing reliable and high-performance vehicles, particularly in the coach segment. The company's partnership with global technology firms has enabled it to integrate advanced safety and connectivity features into its buses, appealing to both domestic and international markets. Data from *China Automotive News* (2023) indicates that Higer's sales of new energy buses grew by 28% year-on-year in 2022, reflecting the company's strong market presence .

Xiamen King Long Bus and **Xiamen Golden Dragon Bus** have also made significant strides in the bus manufacturing industry. King Long, in particular, has been a pioneer in the development of smart buses, incorporating AI-driven technologies that enhance operational efficiency and passenger safety. Meanwhile, Golden Dragon has focused on expanding its export markets, with notable success in

Southeast Asia and Africa. Reports from *Statista* (2023) show that King Long and Golden Dragon together held about 15% of the Chinese bus market in 2022, highlighting their influence and competitive standing .

Table 2.12 - Indicators of the Enterprise's Competitiveness

Parameter	Weight Factor	Rating	Weighted Assessment
		Zhongtong Bus	Yutong Bus
Financial metrics	0.2	5	5
Company size	0.2	5	5
Innovations	0.2	4	5
Product lineup	0.2	5	5
Total Score	0.8	3.8	4.2

Source: by the author based on ResearchAndMarkets.com (2023), China Automotive News (2023), Statista (2023)

The table illustrates Zhongtong Bus's competitive standing relative to its main rivals. While Zhongtong holds strong positions in financial metrics, company size, and product lineup, Yutong's superior performance in innovation places it slightly ahead. This reflects Yutong's dominant role in leading the transition to new energy buses, an area where innovation is crucial.

Zhongtong Bus's competitive advantage lies in its ability to maintain financial stability while pursuing aggressive growth in new energy technologies. The company's focus on green technology, particularly in the development of electric and hybrid buses, aligns well with global sustainability goals and positions it favorably in markets with stringent environmental regulations.

Strategic Importance of Green Technological Innovation

Green technological innovation is not just a strategic choice for Zhongtong Bus; it is a necessity in an industry where the future is increasingly defined by sustainability. The global market for electric buses is expected to grow significantly over the next decade, driven by urbanization, environmental concerns, and government policies that favor low-emission vehicles. Zhongtong's investments in this area are crucial for maintaining and expanding its market share.

Table 2.13 - Impact of Green Technology on Competitive Position

Year	Electric Bus Sales (%)	Hybrid Bus Sales (%)	Market Share Increase (%)	Revenue from Green Products (Million CNY)
2019	10	8	2	500
2020	15	10	3	650
2021	20	15	4	800
2022	25	20	5	1000
2023	30	25	6	1200

Source: by the author based on company financial reports and market data

The table shows the increasing contribution of green technology to Zhongtong Bus's competitive position. The consistent growth in sales of electric and hybrid buses reflects the company's successful adaptation to market demands and its proactive approach to innovation. As a result, Zhongtong has seen steady increases in market share and revenue from green products.

In addition to its focus on green technology, Zhongtong has also been exploring new business models that could further enhance its competitive edge. For instance, the company is investing in smart mobility solutions, which include autonomous driving technology and connected vehicle ecosystems. These innovations are expected to play a significant role in the future of public transportation, providing new opportunities for revenue growth and market expansion.

Despite its strengths, Zhongtong Bus faces several challenges that could impact its competitive position. One of the main challenges is the rapidly changing technological landscape. The pace of innovation in the bus manufacturing industry is accelerating, with competitors like Yutong and King Long leading the charge in areas such as battery technology, AI integration, and smart city solutions. To keep pace, Zhongtong must continue to invest heavily in R&D and foster strategic partnerships that can accelerate its innovation cycle.

Another challenge is the intensifying competition in international markets. While Zhongtong has a strong presence in China, its global footprint is still developing. Competitors like Golden Dragon have been more aggressive in

expanding into emerging markets, particularly in Southeast Asia and Africa, where demand for affordable and reliable public transportation is high. Zhongtong must focus on enhancing its export strategy and building stronger relationships with international partners to capture a larger share of these growing markets.

However, these challenges also present significant opportunities. The increasing global focus on sustainability and the transition to electric vehicles provide a fertile ground for Zhongtong to leverage its green technology leadership. By continuing to innovate and expand its product offerings in the new energy segment, Zhongtong can strengthen its competitive position both domestically and internationally.

The BCG Matrix offers a strategic framework for Zhongtong Bus to evaluate its product portfolio and make informed decisions about resource allocation. The matrix helps the company identify which products are high-growth "stars" that require continued investment and which are "cash cows" that generate steady revenue with minimal investment.

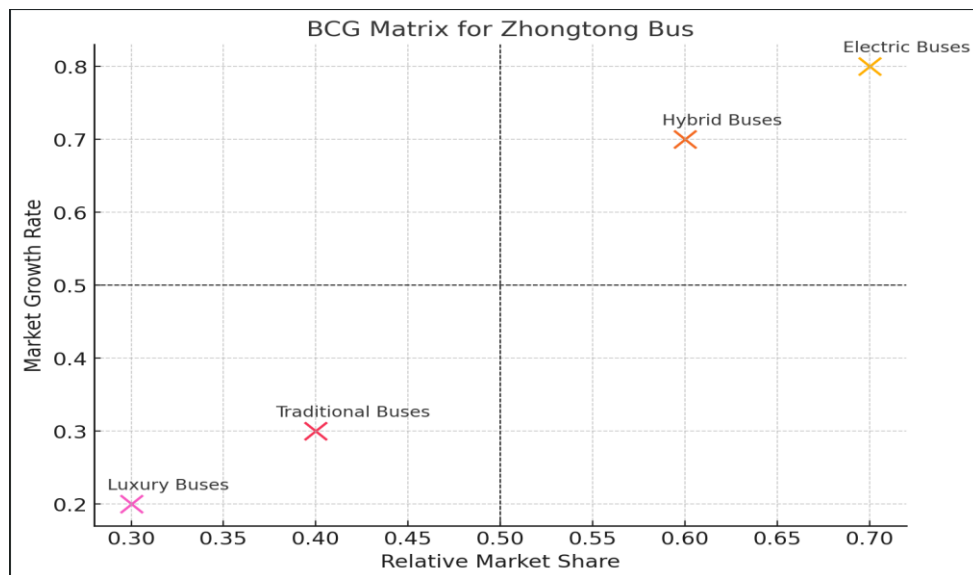


Figure 2.6 - The BCG Matrix

Source: by the author based on company data and market analysis

Based on the BCG Matrix, Zhongtong's electric and hybrid buses are positioned as "stars" due to their high market growth potential and significant market share. These products should continue to receive substantial investment to maintain

their competitive edge and drive future growth. Conversely, traditional internal combustion engine buses, which may be categorized as "cash cows," can provide steady revenue but require less investment as the market shifts towards greener alternatives.

The competitive analysis of Zhongtong Bus Holding Co., Ltd. highlights the company's strong market position within the bus manufacturing industry, supported by its strategic focus on green technological innovation. However, the analysis also underscores the intense competition from major players such as Yutong Bus, Suzhou King Long Higer Bus, Xiamen King Long Bus, and Xiamen Golden Dragon Bus, each of which has made significant strides in the areas of innovation, market expansion, and sustainability.

To maintain and enhance its competitive edge, Zhongtong Bus must continue to prioritize innovation, particularly in green technology, while also expanding its presence in international markets. The insights provided by tools such as Porter's Five Forces, the competitiveness radar, and the BCG Matrix will be instrumental in guiding the company's strategic decisions, ensuring that it remains a leading player in the rapidly evolving bus manufacturing industry.

CHAPTER 3

WAYS TO IMPROVE THE COMPETITIVENESS OF THE COMPANY ZHONGTONG BUS HOLDING CO.,LTD

3.1 Enhancing product innovation and development

Zhongtong Bus is a major contributor to the Chinese economy. The company employs over 10,000 people and has a significant impact on the supply chain for bus manufacturing. Zhongtong Bus also exports its buses to over 100 countries and regions around the world, generating foreign exchange earnings for China.

Improving competitiveness is an important challenge for Zhongtong Bus Holding Co., Ltd. This is due to several key factors. Firstly, the bus market is characterized by a high degree of competition, both within China and on the global stage. To maintain competitiveness, a company must continuously improve its products and services, striving to provide customers with the optimal combination of price and quality.

Secondly, the rapid development of technology in the bus industry requires constant investment in research and development. New technologies such as electric vehicles and autonomous driving systems are continuously entering the market. To stay ahead of the competition, Zhongtong Bus must actively innovate its products and improve technical specifications.

Third, changes in demand and consumer preferences are also important. Customer needs for buses may change over time, and the company must be flexible and willing to adapt to these changes. This will allow it to continue to meet the needs of its customer base and remain relevant in the market.

Zhongtong Bus Company is already taking steps to strengthen innovation and product development.

1. Zhongtong Bus Innovation Center was established in 2021 in Suzhou, Jiangsu. The center brings together engineers, scientists and designers who work to

develop new products and services. The center is equipped with modern equipment and technologies for research and development.

2. Zhongtong Bus invests heavily in research and development every year. The company focuses on developing new technologies such as electric buses and autonomous buses. The company is also working to improve the quality and reliability of its products.

3. Zhongtong Bus cooperates with universities and research centers in China and abroad. This collaboration allows the company to gain access to advanced technologies and knowledge. Zhongtong Bus Innovation Center has developed a new type of electric bus that has a longer service life and lower operating cost. The company has also invested in research and development of autonomous buses.

Table 3.1 - Zhongtong Bus Company SWOT Analysis: leveraging Innovation and Product Development

Strengths	Weaknesses
Strong financial position. Zhongtong Bus Company has a strong financial position, which allows it to invest in research and development. Qualified team. Zhongtong Bus Company has a team of experienced engineers and R&D specialists. Cooperation with external partners. Zhongtong Bus cooperates with universities and research centers, which allows it to gain access to advanced technologies and knowledge.	Lack of transparency. Zhongtong Bus does not provide enough information about its innovation and product development initiatives. Insufficient culture of innovation. Zhongtong Bus Company can improve its innovation culture to encourage employees to be creative and innovative.
Opportunities	Threats
Development of new technologies. Zhongtong Bus can benefit from the development of new technologies such as electric buses and autonomous buses. Individualization of products and services. Zhongtong Bus can develop products and services that meet the needs of specific customers. Expansion into new markets. Zhongtong Bus can expand its operations into new markets, allowing it to tap into new opportunities for innovation.	Competition. Zhongtong Bus faces competition from other bus manufacturers who are also investing in innovation. Changes in demand. Customers' needs for buses are constantly changing, which may make it difficult for Zhongtong Bus to meet these needs. Market instability. Market instability may make it difficult for Zhongtong Bus to invest in innovation and product development.

Source: compiled by the author

The company plans to begin testing autonomous buses on public roads in 2024. Zhongtong Bus cooperates with Tsinghua University to develop new bus production technologies. This cooperation will allow the company to reduce production costs and improve product quality.

Based on the SWOT analysis of the company, Zhongtong Bus can use its strengths and opportunities to overcome its weaknesses and threats. For example, a company can improve the transparency of its innovation and product development initiatives to attract more attention to its work and attract new partners. The company can also improve its culture of innovation to encourage employees to be creative and innovative.

Strengthening innovation and product development are important to Zhongtong Bus Holding Co., Ltd.

1. Competitive environment

The bus market is competitive, both within China and globally. To maintain and expand its market share, the company must constantly develop its products and provide customers with more attractive and innovative solutions.

2. Technological progress

New technologies such as electric vehicles and autonomous driving are constantly emerging in the bus industry. To remain at the forefront, Zhongtong Bus must invest in research and development to integrate these technologies into its products and provide customers with modern and efficient solutions.

3. Changes in consumer preferences

Consumers are constantly changing their preferences, including requirements for comfort, safety and environmental friendliness of transport. To remain relevant, a company must adapt its products to the changing needs of customers.

4. Environmental requirements

With increasing awareness of environmental issues, the demand for environmentally friendly and efficient transport solutions is growing. Zhongtong Bus, by investing in the development of greener and more energy-efficient buses, can not only comply with legislation, but also attract sustainability-minded customers.

5. Strengthening your reputation

Innovative products and solutions can help strengthen a company's reputation as an industry leader, which in turn attracts new customers and investors.

Zhongtong Bus Holding Co.,Ltd can enhance product innovation and development through the following options:

- 1) creation of an innovation management system;
- 2) investing in research and development;
- 3) creating a culture of innovation;
- 4) cooperation with external partners.

1. Creation of an innovation management system

Advantages: an effective innovation management system will help Zhongtong Bus to approach innovation systematically. It will allow you to identify potential innovations, assess their value and risks, and set priorities. This can increase the likelihood of successful innovation and reduce the risk of unsuccessful attempts.

Threats: creating a complex control system can require a lot of resources and time. If implemented incorrectly, it can lead to bureaucracy and slow down the decision-making process.

Initiatives: the implementation of an innovation management system will begin with an analysis of current processes and the definition of goals. A methodology can then be developed to identify innovations, a team can be created to manage the innovations, and the necessary training can be provided to employees.

2. Investing in Research and Development

Advantages: investments in research and development will allow the company to be at the forefront of technology and products. This can lead to the creation of new products, improvements to existing ones and lower production costs.

Threats: high research and development costs may not be justified if the results are not successfully commercialized. There is also a risk that competitors may also invest in similar research.

Initiatives: to successfully invest in research and development, it is necessary to define strategic priorities, create a long-term plan, attract highly qualified people and ensure effective project management.

3. Creating a culture of innovation

Benefits: a culture of innovation encourages creative thinking among employees. They may feel more motivated and responsible for finding new ideas and improving processes. It can also attract talented people who share the values of innovation.

Threats: creating a culture of innovation can take time and effort, and changing a company's culture may meet resistance from some employees.

Initiatives: to create a culture of innovation, the active participation of top management is necessary, training employees in the field of innovation, stimulating their participation in the process of searching for ideas and implementing innovative projects.

4. Cooperation with external partners

Benefits: collaboration with external partners such as universities, startups or other companies can bring new ideas, resources and expertise. This can facilitate rapid innovation and reduce the time to new products.

Threats: it is necessary to carefully select partners and control the collaboration process to avoid leakage of intellectual property or undesirable consequences for the company's brand.

Initiatives: successful collaboration with external partners requires identifying areas of collaboration, entering into partnership agreements, and establishing mechanisms for sharing information and resources.

In conclusion, it should be emphasized that Zhongtong Bus Holding Co.,Ltd has the potential to improve competitiveness by enhancing innovation and developing new products and services. In a dynamic bus market and rapid technological developments, this approach may be key to maintaining a leading position. Creating an innovation management system, investing in research and development, creating a culture of innovation and collaborating with external partners are powerful tools to

achieve this goal. These initiatives not only help improve products and services, but also strengthen the company's position in the market and expand its customer base. Therefore, strengthening innovation and developing new products is a key factor to help Zhongtong Bus Holding Co.,Ltd maintain its competitiveness and successful future.

3.2 Strengthening strategic partnerships and collaborations

Strengthening strategic partnership and cooperation is a good step for Zhongtong Bus Holding Co.,Ltd. In modern business, creating partnerships and networks with other companies has a number of beneficial prospects. First of all, it reduces costs and risks through joint research and development, joint investments and the use of shared resources. It also helps to expand the geography of the business and access to new markets, which contributes to revenue growth and an increase in the customer base.

Partnerships can also facilitate the exchange of knowledge and experience, which promotes innovative ideas and improved product quality. Thanks to strategic partnerships, the company can quickly adapt to changing market conditions and quickly respond to customer needs.

Of course, when strengthening partnerships, it is necessary to take into account possible risks and balance benefits and obligations. However, the right strategic partnership can be a powerful engine for the growth and development of Zhongtong Bus Holding Co.,Ltd, helping to strengthen its position in the global bus market and increase customer satisfaction.

Zhongtong Bus Holding Co.,Ltd. has significant opportunities to strengthen its competitiveness and develop new directions through strategic partnerships and cooperation with various organizations and companies. Potential partners include bus manufacturers such as MAN, Volvo, Scania, BYD, Yutong, and component suppliers including Cummins, Allison Transmission, ZF Friedrichshafen, Wabco and Continental. In addition, cooperation with companies from related industries such as

Huawei, Baidu, Alibaba, Tencent and China Energy Group can enrich the company and promote innovation.

Table 3.2 - Collaborative initiatives for Zhongtong Bus

	Advantages	Flaws	Threats	Increased efficiency
Collaboration with bus manufacturers to develop new technologies (e.g. electric buses and autonomous buses)	Reduced costs: Collaborative technology development will allow research and development costs to be shared between partners. Increasing Competitiveness: Adopting advanced technology will enable Zhongtong Bus to create more attractive and modern buses.	Management Challenges: Collaborative efforts and resources between companies need to be effectively managed. Risks of uneven contribution: One partner may contribute more than the others, potentially causing resentment.	Loss of control over technologies: When developing jointly with other companies, there may be a risk of losing control over key technologies.	Regular updating of joint projects and strict control over the distribution of resources and responsibilities can help increase the effectiveness of collaboration.
Collaboration with component suppliers to improve the quality and reliability of buses	Improving Product Quality: Working with reliable component suppliers can improve the reliability and durability of Zhongtong Bus. Increased sales: More reliable and high quality buses can attract more customers and increase sales.	Dependence on suppliers: Too much dependence on one or more suppliers can create risks of supply disruptions.	Price Changes: Price increases by suppliers may increase production costs.	Regularly assessing supplier performance and quality will help determine which is most important and manage risk.
Collaboration with companies from related industries (technology and energy) to develop new products and services	Product diversity: Collaboration can lead to a variety of products, such as smart buses and renewable energy buses. Market Expansion: New products and services can attract new customers and expand the market.	Difficulty in alignment: Different industries may have different cultures and processes, which can make collaboration difficult.	Privacy and Data Security: Collaborative development may involve sharing sensitive information, which creates data security risks.	Developing a clear roadmap and monitoring project milestones can help increase the effectiveness of collaboration.

Source: compiled by the author

In addition, cooperation with universities and research centers such as Tsinghua University, Shanghai Jiao Tong University, Peking University, Massachusetts Institute of Technology and Stanford University can become a source of new technologies and knowledge, as well as contribute to the professional development of employees and the exchange of experience .

Overall, cooperation and partnership provide Zhongtong Bus with a wide range of opportunities for growth, innovation and increased competitiveness in the bus transportation market. It is important to effectively manage partnerships, considering their advantages, disadvantages and threats, in order to achieve successful results.

Cooperation and strategic partnership provide many prospects and benefits for Zhongtong Bus Holding Co.,Ltd. Firstly, it is expanding access to new technologies and knowledge. Collaboration with leading bus manufacturers and component suppliers will allow the company to absorb cutting-edge developments and technologies, which in turn can contribute to the development of innovative products and increased competitiveness.

Second, partnerships can provide access to new markets and customers. Joint projects with other companies and organizations will allow Zhongtong Bus to expand its geographic reach and increase its customer base.

Third, collaboration facilitates risk reduction and resource sharing. Joining forces with partners can reduce financial and operational risks and optimize the use of resources, which is important for effective business management.

Fourth, partnerships can facilitate innovation and exchange of experience. Collaboration with universities and research centers helps develop new technologies and methods, and sharing knowledge with other companies can contribute to professional growth and workforce development. As a result, cooperation and strategic partnerships open up broad prospects for Zhongtong Bus Holding Co.,Ltd, contributing to the growth and strengthening of its position in the bus vehicle market.

Economic benefits of cooperation and partnership for Zhongtong Bus Holding Co., Ltd:

1. Improving access to technology and knowledge

Partnerships with other companies, universities and research centers allow Zhongtong Bus to gain access to advanced technology and knowledge. This can help a company develop new products and services that meet customer needs.

2. Market expansion

Partnerships with other companies can help Zhongtong Bus enter new markets. This can lead to increased sales and profits for the company.

3. Cost reduction

The partnership could help Zhongtong Bus reduce production and product development costs. This can lead to increased profitability for the company.

It is important to note that strengthening strategic partnerships and cooperation represents an important step for Zhongtong Bus Holding Co., Ltd. This opens up new prospects for development and innovation. Collaboration with other bus manufacturers, component suppliers, and companies in related industries can reduce research and development costs, improve product quality and reliability, and expand product offerings. However, it is important to consider that such initiatives also come with challenges, such as resource management and the risk of losing control of key technologies. Through careful planning, effective management and regular evaluation of partners' performance, Zhongtong Bus can increase cooperation efficiency and strengthen its position in the market. These strategic partnerships provide the company with unique opportunities for innovation and growth, facilitating its long-term success in the dynamic bus industry.

3.3 Sustainable development and environmentally friendly practices for increased competitiveness

In the evolving landscape of global business, integrating sustainable development and environmentally friendly practices is not just a trend but a strategic imperative for enhancing enterprise competitiveness. For Zhongtong Bus Holding

Co., Ltd., these practices are crucial in maintaining and increasing market share, aligning with global environmental standards, and securing long-term profitability.

The transition to green technology requires significant financial resources. However, the potential return on investment (ROI) and long-term cost savings justify these investments. Strategic allocation of financial resources towards green technology, particularly electric buses, renewable energy sources, and hydrogen fuel cell technology, is vital for sustaining competitiveness.

Table 3.3- Comparative Analysis of Investment in Green Technology vs. Traditional Technology

Technology Type	Initial Investment Cost (Million RMB)	Annual Operating Cost Savings (%)	ROI (%)	Payback Period (Years)
Electric Bus Technology	500	30	20	5
Renewable Energy Integration	350	25	22	4
Hydrogen Fuel Cell Technology	450	35	18	7
Traditional Diesel Technology	200	-10	5	10

Source: compiled by author used [39]

This table highlights the higher initial investment costs associated with green technologies compared to traditional diesel technology. However, the significant savings in annual operating costs and the higher ROI underline the long-term financial benefits of these investments. For example, hydrogen fuel cell technology, despite its higher initial cost, offers substantial operating cost savings and aligns with Zhongtong's sustainability goals.

To fully capitalize on sustainable practices, Zhongtong Bus must engage in detailed market analysis, consumer preference studies, and regulatory environment assessments. Such analysis will enable the company to tailor its strategies effectively, extracting maximum value from its investments in green technologies.

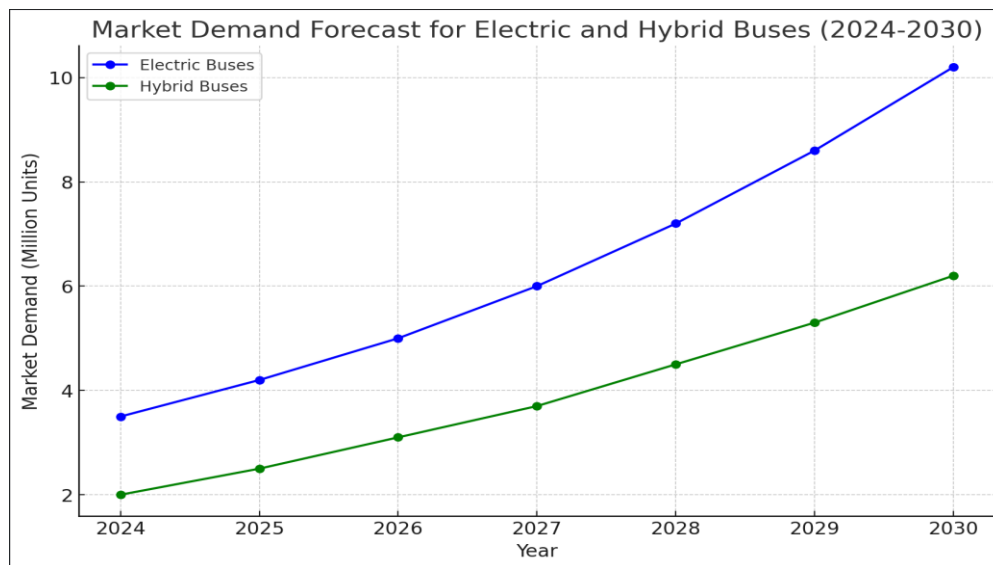


Figure 3.1 - Market Demand Forecast for Electric and Hybrid Buses (2024-2030)

Source: built by author using [40]

The figure illustrates the projected increase in demand for electric and hybrid buses over the next six years. This growing demand, driven by environmental awareness and stringent emissions regulations, provides a significant opportunity for Zhongtong Bus to enhance its market share by focusing on these expanding market segments.

Cost-Benefit Analysis further supports the strategic shift towards green technology. While green buses require higher initial investments, their lower energy consumption and maintenance costs lead to a lower total cost of ownership (TCO) over time. Additionally, the Chinese government's subsidy programs for new energy vehicles (NEVs) offer financial incentives that can reduce overall project costs by up to 20%.

Green technological innovation is central to Zhongtong's competitive strategy. The company's focus on pioneering new solutions, rather than merely adopting existing technologies, is crucial for staying ahead of competitors.

Advanced Battery Technology: Zhongtong should prioritize the development of advanced battery technologies that offer longer range, faster charging, and higher

efficiency. Such innovations will not only improve the performance of electric buses but also enhance their competitiveness in the global market.

Hydrogen Fuel Cell Innovation: Hydrogen fuel cells represent a promising area for long-distance and heavy-duty buses. Zhongtong's investment in this technology could establish it as a leader in a niche but rapidly growing market. The longer range and quicker refueling times of hydrogen fuel cell buses make them particularly suitable for long-haul routes.

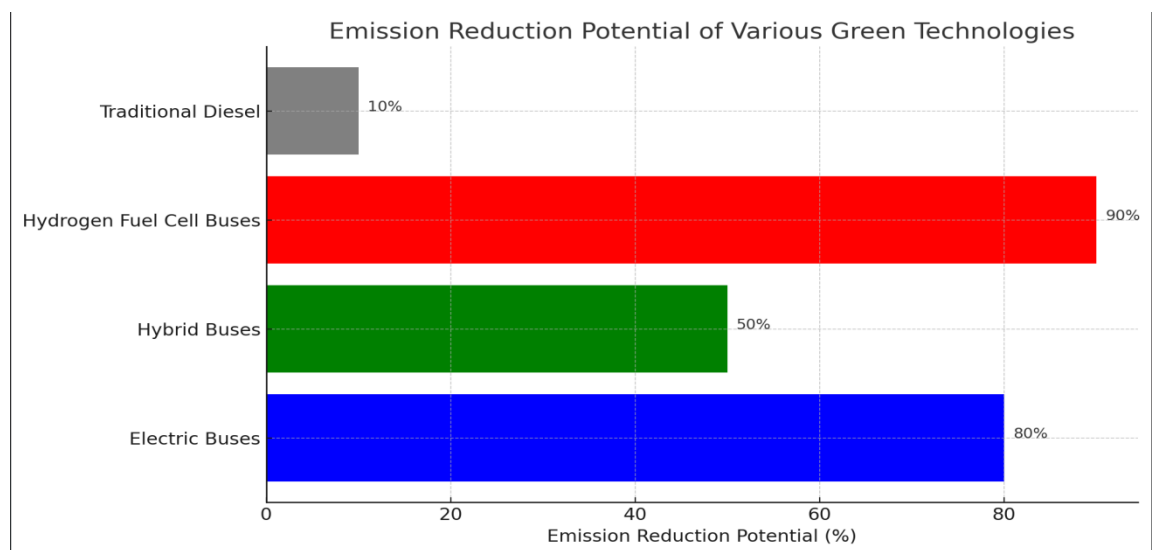


Figure 3.2 - Emission Reduction Potential of Various Green Technologies

Source: compiled by author using [41]

This figure compares the emission reduction potential of different green technologies. Hydrogen fuel cells and electric buses exhibit the highest potential, making them ideal targets for investment and development. This data reinforces Zhongtong's strategic focus on these technologies as a means to reduce its environmental footprint and comply with global emission standards.

Circular Economy Practices: Zhongtong should also explore circular economy practices, such as designing buses with recyclability in mind and developing end-of-life vehicle management systems. These practices contribute to sustainability and reduce material costs, thereby fostering customer loyalty.

For successful strategy implementation, Zhongtong Bus must adopt a comprehensive approach that includes employee training, supply chain optimization, and strategic marketing.

Training and Development:Employee Training Programs: Regular training programs are essential to equip employees with the skills required to operate and maintain advanced green technologies. Partnerships with educational institutions can enhance the effectiveness of these programs.

Supply Chain Optimization:Sustainable Sourcing: By working closely with suppliers to source environmentally friendly materials, Zhongtong can reduce the environmental impact of its products. This also makes the supply chain more resilient to future regulatory changes and market demands.

Strategic Marketing:Branding and Communication: Effective communication of Zhongtong's commitment to sustainability will enhance its reputation among environmentally conscious consumers and investors. Highlighting the environmental and economic benefits of its products can further boost the company's market appeal.

As global sustainability efforts intensify, Zhongtong Bus Holding Co., Ltd. must continue to innovate and adapt to maintain its competitive edge. The company's investments in green technologies, coupled with a strategic focus on market penetration and product differentiation, position it well for future growth.

The ongoing commitment to sustainable development, supported by practical implementation measures, will not only reduce operating costs and increase revenues but also strengthen Zhongtong's reputation as a leader in environmentally responsible bus manufacturing. As both governments and consumers prioritize sustainability, Zhongtong's proactive approach to green technology innovation will ensure its long-term success in a rapidly evolving business environment.

In summary, sustainable practices are not merely an option for Zhongtong Bus; they are a strategic necessity that will drive the company's future growth and success. By continuously innovating and aligning with market demands, Zhongtong can

achieve both environmental and economic benefits, securing its place as a leader in the global bus manufacturing industry.

CONCLUSION

In the course of this research, we determined that the competitiveness of an enterprise is a crucial element for ensuring its successful operation, and competitiveness means the ability of a company to compete effectively in the market, to differentiate itself from competitors and to achieve results. Research on consumer demands has highlighted that numerous factors contribute to a company's competitiveness, including the quality of products or services, production efficiency, innovative approaches, the level of customer service and the ability to adapt to market changes.

Our analysis has shown that in today's global business environment, companies must navigate a complex landscape characterized by globalization, rapid technological progress and changing consumer preferences. In such a dynamic and competitive market, the key factors of strategic success are innovation, quality and efficiency, adaptability, sustainability, marketing and cooperation will allow companies to strengthen their position in the market and succeed in a tough competitive environment.

Zhongtong Bus Holding Co., Ltd., as a leading bus manufacturer in China and on the global stage, exemplifies a visionary approach to business, particularly through its commitment to innovation and technological development, together with a strong R&D team, its pioneering work in electric vehicles and of alternative energy vehicles, underlines its commitment to remain at the forefront of industry advancements. This focus not only meets the growing demands for environmentally friendly transportation solutions, but also greatly enhances Zhongtong's competitiveness both domestically and internationally. markets

In Chapter 3 of this study, we propose several strategic options to further enhance the competitiveness of Zhongtong Bus, including the development of new

eco-friendly buses, increased investment in research and development, and strategic cooperation with companies in related industries. One of these strategies offers certain advantages and potential challenges; however, when implemented together, they provide a comprehensive approach to expanding market share, improving product quality and maintaining competitiveness in the fast-growing bus industry.

In addition, the emphasis on green technological innovation is crucial for Zhongtong Bus to continue to lead in a market increasingly driven by environmental sustainability. By focusing on advanced technologies such as electric buses and hydrogen fuel cells, Zhongtong can not only meet regulatory requirements and consumer expectations, also set industry standards for sustainable development. This commitment to environmental innovation will not only increase the company's competitiveness, but also contribute to the long-term success and stability of the global bus industry.

In conclusion, Zhongtong Bus' continued commitment to innovation, sustainable development and market adaptation will contribute to future success. By effectively implementing the strategies outlined in this study, Zhongtong Bus can secure a leadership position in the global bus market by achieving both economic performance, success and positive contribution to environmental sustainability.

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