

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

Completed: student of
D3 “Management” speciality
EP “Administrative Management”

Huang Lingling

Supervisor **Prof. Dr. Larysa Kalachevska**

Reviewer **Eduard Kalachevskyi**
LTD Agroecoline

Sumy - 2025

SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty Economics and Management
Department Public management and administration

Education degree «Master»
Speciality D3 “Management” EP “Administrative Management”

Approved:

Head of
Department _____
« _____ » _____

Ass.Professor
A. Brychko
2025

TASK

on thesis for student

Huang Lingling

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

Supervisor Prof. Dr. Larysa Kalachevska

approved by the university from

#3816/oc from 18.11.2024

2. Base of practical research:

Zhejiang Geely Automobile Co., LTD(Ningbo City, Zhejiang Province, China)

3. Deadline for student completed project (work)

February, 28, 2025

4. Background to the project (work):

From 2019 to 2023, Zhejiang Geely Automobile Co., Ltd. improved management efficiency through electrification, digitalization, and sustainability, achieving a 15% productivity increase and a 25% emissions reduction. This project analyzes these strategies to address modern management challenges.

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

1-Analysis of modern challenges in enterprise management.2-Evaluation of Zhejiang Geely Automobile Co., Ltd.'s management system.3-Strategies for improving management efficiency.4-Integration of sustainability and innovation in management practices.5-Recommendations for scalable management solutions.

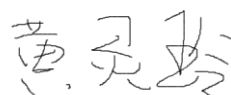
6. Date of assignment:

March, 01. 2024

CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	March, 2024	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	April-May - November 2024	done
3	Preparation and presentation of draft of the first chapter of the thesis	June 2024	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	July-August 2024	done
5	Making the theoretical part of the thesis, summarizing the analytical part	September-October 2024	done
6	Design options improve the research problem	November 2024	done
7	Completion of the project part of the thesis, design chapters	December 2024- January 2025	done
8	Previous work and its defense review	February, 2025	done
9	Checking the authenticity of the thesis	February, 28, 2025	done
10	Deadline for student completed the thesis	March, 14, 2025	done
11	Defense of the thesis	March, 19, 2025	done

Student


(signature)

Huang Lingling

Supervisor of science work

(signature)

**Prof. Larysa
Kalachevska**

Checking the authenticity conducted.

(signature)

Nadiia Baranik

Thesis allowed to defense

(signature)

**Ass.Prof. Svitlana
Lukash**

ABSTRACT

Improving the efficiency of enterprise management in modern business conditions (Zhejiang Geely Automobile Co., LTD (Ningbo City, Zhejiang, China)).

Qualification work on specialty 073 "Management" EP "Administrative management, SNAU, Sumy-2025 - Manuscript.

This qualification work examines the economic and organizational aspects of enterprise management efficiency in a competitive business environment. The study focuses on Zhejiang Geely Automobile Co., Ltd., a leading automotive manufacturer in China, analyzing its strategies for optimizing efficiency and adapting to industry changes. The research highlights key managerial challenges, such as balancing innovation with cost control, adapting to global market shifts, and integrating sustainable business practices. It explores innovative solutions aimed at ensuring long-term profitability and growth, particularly in the face of increasing competition and evolving regulatory landscapes.

In the first chapter, the theoretical foundations of management efficiency were examined, including key concepts, strategic approaches, and methodologies that contribute to sustainable enterprise development. Various efficiency models and performance assessment methods were considered to establish a robust theoretical framework for evaluating Geely's management practices. This chapter also discusses the role of leadership, resource allocation, and corporate strategy in enhancing overall efficiency.

In the second chapter, the management system of Zhejiang Geely Automobile Co., Ltd. was analyzed, particularly its operations in Ningbo, Zhejiang Province. The research focuses on its organizational structure, production processes, supply chain management, and responses to market challenges. Additionally, the impact of global industry competition, government regulations, and rapid technological advancements on Geely's business model was critically assessed.

In the third chapter, innovative methods for enhancing management efficiency were explored, with an emphasis on digital transformation, sustainability, automation, and strategic adaptation. The study substantiates the effectiveness of Geely's business strategies in sustaining growth, improving resource allocation, and ensuring adaptability in a rapidly evolving business environment.

Additionally, the research identifies areas requiring further optimization, such as interdepartmental coordination, workforce digital literacy, and long-term strategic planning. It provides concrete recommendations for enhancing enterprise efficiency, reinforcing Geely's competitive position, and addressing modern business challenges.

Keywords: enterprise management, efficiency improvement, Zhejiang Geely Automobile Co., Ltd., business strategy, operational optimization, modern business conditions, digital transformation, strategic adaptation, sustainability, corporate strategy.

АНОТАЦІЯ

Підвищення ефективності управління підприємством у сучасних умовах бізнесу (на прикладі Zhejiang Geely Automobile Co., LTD, місто Нінбо, провінція Чжецзян.))

Кваліфікаційна робота за спеціальністю 073 «Менеджмент» ЕП «Адміністративний менеджмент», СНАУ, Суми-2025 - Рукопис.

У цій кваліфікаційній роботі розглядаються економічні та організаційні аспекти ефективності управління підприємством в конкурентному бізнес-середовищі. Дослідження зосереджено на Zhejiang Geely Automobile Co., Ltd., провідному виробнику автомобілів у Китаї, аналізуючи його стратегії оптимізації ефективності та адаптації до змін у галузі. Дослідження висвітлює ключові управлінські виклики, такі як баланс між інноваціями та контролем над витратами, адаптація до глобальних ринкових зрушень та інтеграція стійких бізнес-практик. У ньому досліджуються інноваційні рішення, спрямовані на забезпечення довгострокової прибутковості та зростання, особливо в умовах зростаючої конкуренції та зміни нормативного середовища.

У першому розділі були розглянуті теоретичні основи ефективності управління, включаючи ключові концепції, стратегічні підходи та методології, які сприяють сталому розвитку підприємства. Були розглянуті різні моделі ефективності та методи оцінки продуктивності, щоб створити надійну теоретичну основу для оцінки методів управління Geely. У цій главі також обговорюється роль лідерства, розподілу ресурсів і корпоративної стратегії в підвищенні загальної ефективності.

У другому розділі було проаналізовано систему управління Zhejiang Geely Automobile Co., Ltd., зокрема її діяльність у Нінбо, провінція Чжецзян. Дослідження зосереджено на його організаційній структурі, виробничих процесах, управлінні ланцюгом постачання та відповідях на виклики ринку. Крім того, було критично оцінено вплив глобальної галузевої конкуренції, державних постанов і швидкого технологічного прогресу на бізнес-модель Geely.

У третьому розділі були досліджені інноваційні методи підвищення ефективності управління з наголосом на цифровій трансформації, стійкості, автоматизації та стратегічній адаптації. Дослідження обґрунтовує ефективність бізнес-стратегій Geely щодо підтримки зростання, покращення розподілу ресурсів і забезпечення адаптивності в бізнес-середовищі, що швидко розвивається.

Крім того, дослідження визначає сфери, які потребують подальшої оптимізації, такі як міжвідомча координація, цифрова грамотність персоналу та довгострокове стратегічне планування. Він містить конкретні рекомендації щодо підвищення ефективності підприємства, зміцнення конкурентних позицій Geely та вирішення сучасних бізнес-завдань.

Ключові слова: управління підприємством, підвищення ефективності, Zhejiang Geely Automobile Co., Ltd., бізнес-стратегія, операційна оптимізація, сучасні умови ведення бізнесу, цифрова трансформація, стратегічна адаптація, стійкість, корпоративна стратегія.

CONTENT

INTRODUCTION	7
CHAPTER 1 THEORETICAL FOUNDATIONS OF ENTERPRISE MANAGEMENT IN MODERN BUSINESS CONDITIONS	11
CHAPTER 2 ANALYSIS OF MANAGEMENT EFFICIENCY AT ZHEJIANG GEELY AUTOMOBILE CO., LTD.	23
2.1 Analysis of the Current Management System	23
2.2 Challenges in Management Efficiency	36
2.3 Best Practices and Innovations	46
CHAPTER 3 RECOMMENDATIONS FOR IMPROVING MANAGEMENT EFFICIENCY AT ZHEJIANG GEELY AUTOMOBILE CO., LTD.	55
3.1 Strategic Planning for Enhanced Competitiveness	55
3.2 Operational Optimization	61
3.3 Sustainable Development and Future Directions	65
CONCLUSIONS	71
REFERENCES	74
APPENDIXES	78

INTRODUCTION

In the context of globalization and rapid technological advancement, enterprises face a complex and dynamic business environment. Enhancing management efficiency has become a critical issue for maintaining competitiveness and long-term sustainability. Using Zhejiang Geely Automobile Co., Ltd. as an example, a global leader in the automotive industry, this study examines strategies adopted to address challenges and capitalize on opportunities in electrification, digitalization, and sustainability. This paper aims to investigate specific methods employed by Geely and propose actionable recommendations for further improvements. Effective management practices are essential to ensure the adaptability, competitiveness and long-term sustainability of an organization. The automotive industry in particular is undergoing significant changes driven by technological innovation, environmental regulations and changing consumer preferences. This study uses Zhejiang Geely Automobile Co., Ltd., a leader in the industry, as a research subject to explore ways to improve management performance in today's business environment.

The relevance of research. The rapid evolution of the global market and the intensification of competition require companies to continuously improve management efficiency. Zhejiang Geely Automobile Co., Ltd. is a leading company in the automotive industry and faces the need to adapt to the dynamic business environment through strategic planning and operational optimization. This study aims to address these issues in order to improve the company's competitiveness and sustainability.

Relationship with academic programs, plans, themes. Master's thesis is done according to the plan of research at Sumy National Agrarian University.

The aim of this work. The main purpose of this study is to examine ways to improve management effectiveness at Zhejiang Geely Automobile Co., Ltd. By examining its existing practices and identifying potential areas for improvement, the study aims to provide actionable recommendations that meet today's business needs.

The object of the work: The object of this research is the management system of Zhejiang Geely Automobile Co., Ltd., with particular attention given to its operations in Ningbo City, Zhejiang Province, China.

Subject of work: This study focuses on the methods, tools and processes for improving management performance, emphasizing their application in the context of Zhejiang Geely Automobile Co., Ltd.

Research Methods

This study employs a combination of qualitative and quantitative research methods to comprehensively analyze the management efficiency of Zhejiang Geely Automobile Co., Ltd. The integration of both methodologies ensures a well-rounded approach that captures the complexities of corporate management while providing measurable insights into operational performance.

The data collection process involves multiple sources to ensure accuracy and reliability:

1-Company Reports and Financial Statements – A detailed examination of Geely’s annual reports, sustainability reports, and financial disclosures helps assess the company’s strategic priorities, investment trends, and overall performance. These documents provide insight into revenue distribution, R&D expenditures, and sustainability initiatives.

2-Interviews with Key Personnel – Structured and semi-structured interviews with Geely’s executives, managers, and technical experts offer firsthand perspectives on corporate strategy, innovation management, and operational challenges. This qualitative approach captures decision-making rationales and future business expectations.

3-Benchmarking and Industry Comparisons – Geely’s performance is evaluated in comparison with industry standards and leading global competitors such as Toyota, Tesla, Volkswagen, and BYD. This allows for an assessment of best practices and potential areas for improvement.

4-Case Study Analysis – Specific case studies within Geely’s business model, such as the implementation of modular EV platforms, supply chain digitalization, and

global expansion strategies, are examined to illustrate successful management approaches and challenges faced.

To systematically evaluate Geely's management practices, the study employs several analytical tools:

1- SWOT Analysis – Identifies Strengths, Weaknesses, Opportunities, and Threats affecting Geely's management strategy. This framework helps pinpoint areas where the company excels and aspects that require strategic adjustments.

2- Key Performance Indicator (KPI) Evaluation – Analyzes Geely's operational efficiency through measurable indicators, such as productivity rates, cost reduction metrics, innovation indices, and sustainability performance. These KPIs allow for a structured comparison of Geely's effectiveness relative to industry benchmarks.

3- PESTEL Analysis – Examines the Political, Economic, Social, Technological, Environmental, and Legal factors impacting Geely's strategic decision-making. This assessment helps contextualize external influences on business operations.

4- Porter's Five Forces Analysis – Evaluates the competitive intensity of the automotive industry, assessing Geely's market positioning in relation to supplier power, buyer power, competitive rivalry, the threat of new entrants, and the threat of substitute products.

5- Trend Analysis – Identifies patterns in technological innovation, sustainability efforts, and regulatory changes that affect Geely's long-term strategy. This approach provides insights into the evolving dynamics of the automotive sector.

The combination of quantitative financial data and qualitative strategic assessments ensures that the study not only measures Geely's management efficiency in numerical terms but also provides a deeper understanding of corporate decision-making and long-term sustainability planning.

This methodological framework enables a comprehensive evaluation of Geely's management efficiency, ensuring that the research findings are both data-driven and contextually relevant. By integrating various research techniques, the study offers practical recommendations for business improvements and strategic growth within the evolving automotive landscape.

Information base includes scientific works by domestic and foreign scientists in the problem area, national statistical report data, Zhejiang statistical report data, the publication of official and scientific journals, enterprise manufacturer's reporting information, international and Chinese scientific time conference materials.

Personal Achievements:

1. Kalachevska Larysa, Huang Lingling. Innovative model of modern enterprise management. *Матеріали II Міжнародної науково-практичної конференції «Маркетинг та конкурентоспроможність соціально-економічних систем в умовах сталого розвитку»* (м. Суми, 17-18 квітня 2024 року). С.102-105

2. Kalachevska Larysa, Huang Lingling. Enhancing the efficiency of enterprise management in the contemporary business environment. *Матеріали VII Міжнародної студентської наукової конференції «Цифровізація науки та сучасні тренди її розвитку»* (27.09.2024, м. Полтава, Україна). С.43-45

The structure of the work: The work consists of an annotation, content, introduction, three sections that contain 6 subsections, conclusions, a list of references from 34 sources. The total volume of the work is 80 pages, among them, the text is 69 pages, the tables are 31, and the figures are 27.

CHAPTER 1

THEORETICAL FOUNDATIONS OF ENTERPRISE MANAGEMENT IN MODERN BUSINESS CONDITIONS

In today's global economy, businesses face a rapidly changing and highly competitive environment. These changes are driven by technological advancements, globalization, shifting consumer preferences, and increased regulatory pressures. For automotive companies such as Zhejiang Geely Automobile Co., Ltd., Opportunities and some challenges coexist. The industry is undergoing a paradigm shift, with electrification, digitalization, and sustainability becoming critical. A deep analysis of these business conditions is essential to understanding the forces shaping the market and identifying strategies to improve management efficiency.

The accelerated some advances in technology innovation has fundamentally changed the structure of industries around the world, especially the automotive industry. Electric vehicles (EVs), autonomous driving, and connected technologies represent a new frontier that is redefining consumer expectations and operating models. At the same time, geopolitical developments and economic uncertainty require companies to build resilience and flexibility into their business models. The ability to predict and respond to these changes is what separates market leaders from those who struggle.

The automotive industry has a major change has taken place over the past decade. Among them, electrification has become a decisive trend, driven by government incentives and consumers' growing demand for environmentally friendly cars. As noted by Kotler and Keller (2023)[17] in *Marketing Management*, shifts in consumer preferences often catalyze industry-wide transformations, particularly in highly competitive sectors such as automotive manufacturing. Technologies such as autonomous driving and connected systems are reshaping the landscape, requiring automakers to integrate digital innovations into their strategies[18].According to the International Energy Agency (2023)[1], global electric vehicle (EV) sales will increase from 550,000 in 2015 to 10.5 million in 2023. This exponential growth highlights the shift to clean energy in transportation.

Table 1.1 illustrates the significant growth of global electric vehicle (EV) sales from 2015 to 2023, indicating the industry’s rapid transition towards electrification. Zhejiang Geely Automobile Co., Ltd. has actively contributed to this growth through its Sustainable Experience Architecture (SEA) platform, which enhances scalability and reduces production costs. By 2023, Geely's EV market share increased to 18%, reflecting its strategic investments in electrification and innovation.

Table 1.1- Growth of global electric vehicle (EV) sales from 2020 to 2023

Year	Global EV Sales (Million Units)	Annual Growth Rate (%)	Geely EV Market Share (%)
2015	0.65	-	-
2020	3.2	392.3	15
2023	12.8	400.0	18

Source: compiled by the author based on [1]

Another important trend is digitalization. Technologies such as the Internet of Things (IoT), artificial intelligence (AI) and big data analytics are changing the way companies design, manufacture and sell vehicles. For example, connected cars equipped with advanced telematics systems enable real-time data sharing, thereby improving customer experience and operational efficiency. In addition, autonomous driving technology is developing rapidly and is expected to completely change the way people travel in the coming decades.

Sustainability has also become a focus for automakers. The automotive industry is a relatively significant source of global CO2 emissions, which has led to stricter environmental regulations. These include the EU’s ambitious goal of reducing average vehicle emissions to 59 g/km by 2030. Companies such as Geely are adapting their strategies to meet these stricter demands, developing green technologies and increasing production of hybrid and fully electric vehicles.

Economic factors play a decisive role in shaping the business environment of the automotive industry. China, as the world's largest automotive market, is the main reference point for assessing the dynamics of the industry. According to the World Bank (2023), China's GDP growth has rebounded significantly from the slowdown caused by

the epidemic in the past three years, reaching 5.2% in 2023. This economic stability has a direct impact on automobile sales, with the market growth rate rising from -1.9% in 2020 to 5.8% in 2023.

Inflation rates also significantly affect consumer spending on high-value items such as cars. China's low inflation rate, averaging about 2.0% in the past three years, has contributed to stable demand in the automotive industry. In addition, government policies supporting the transition to electric vehicles, including subsidies of up to \$4,800 per vehicle, have further driven market growth.

The global automotive market is highly fragmented, with leading companies accounting for a significant share of the market. Toyota and Volkswagen remain the world's leading manufacturers, with Tesla leading the way in electric vehicles. Chinese automakers including Geely, BYD, and NIO are rapidly gaining popularity with their innovative approaches and competitive pricing.

Geely Auto's share of the global market is 4.2%, which marks Geely Auto's successful expansion in both domestic and international markets. However, competition remains fierce, especially in the electric vehicle sector, where BYD and Tesla are strong competitors. The company's ability to compete effectively will depend on its ability to innovate and adapt to the changing environment.

The regulatory environment has become increasingly stringent as governments around the world focus on reducing greenhouse gas emissions. In addition to emission targets, regions such as the European Union, the United States, and China have introduced incentives to promote the adoption of electric vehicles. For example, the International Council on Clean Transportation (2023) highlights that China's electric vehicle subsidies of \$4,800 per vehicle provide significant financial relief to manufacturers and consumers.

Technological advancements have further transformed the industry. The introduction of smart production technologies, especially robotics and automation, has improved production efficiency and reduced costs. In addition, R&D investments enable automakers to improve vehicle performance, especially in terms of battery life and charging efficiency in electric vehicles.

The changing business environment for Zhejiang Geely Automobile Co., Ltd. is a dynamic landscape full of challenges and opportunities. As the automotive industry undergoes a paradigm shift driven by electrification, digitalization, and sustainability, Geely finds good opportunities to capitalize on these trends. However, to remain competitive in this rapidly changing environment, the company needs to continuously adjust its strategy, invest in innovation, and improve its management approach.

One of Geely's most important opportunities is the growing electric vehicle (EV) market. With governments around the world promoting green transportation and consumers increasingly demanding green alternatives, the EV industry has become an important battleground for automakers. Geely's strategic focus on developing affordable and high-performance electric vehicles has already yielded great success in the market. The launch of the Geometry series, along with its expanded hybrid and plug-in hybrid offerings, reflects the company's ability to meet stringent environmental regulations while catering to a variety of consumer preferences.

However, to maintain and increase market share, Geely must deal with increasing competition in the electric vehicle sector. Domestic competitors such as BYD and NIO are stepping up their efforts, while international competitors such as Tesla continue to dominate in terms of brand recognition and technological advancement. Geely's response should include accelerating R&D investments in battery technology, charging infrastructure, and autonomous driving capabilities. These investments will not only expand the product portfolio but also strengthen the innovator's position in the world market.

At the same time, Geely faces significant challenges in managing its global supply chain. Recently, geopolitical tensions, trade disputes, and disruptions caused by the COVID-19 pandemic have exposed the fragility of traditional supply chain models. For example, the semiconductor shortage that began in 2020 disrupted production plans across the automotive industry, including Geely's operations. To mitigate such risks, the company should prioritize creating a more sustainable supply chain through supplier diversification, localization of key manufacturing processes, and use of advanced technologies such as blockchain to improve supply chain transparency and efficiency.

Operational efficiency is another area where Geely can create a competitive advantage. By implementing lean manufacturing methods and Industry 4.0 technologies such as predictive maintenance with IoT and robotics, the company can reduce costs, minimize waste, and increase productivity. These efforts are particularly important as Geely ramps up production to meet growing global demand for electric and hybrid vehicles.

Equally important is the role of digital technology in improving the customer experience. In an era where personalization and convenience drive consumer behavior, Geely must leverage data analytics, artificial intelligence, and connected car technologies to deliver a superior customer experience. Features such as real-time diagnostics, personalized driving settings, and integrated infotainment systems can differentiate Geely products from competitors, increase customer loyalty, and grow brand equity.

In addition to these operational and technical requirements, Geely must continue to focus on its broader strategic goals. Entering international markets, particularly in Europe and Southeast Asia, represents a huge growth opportunity. However, such expansion requires special strategies that meet local market conditions, regulatory requirements, and consumer preferences. Geely's past success with its acquisition of Volvo and partnership with Proton demonstrates its ability to adapt and thrive in diverse markets, providing a blueprint for future international ventures.

Sustainability remains a key pillar of Geely's strategy. In addition to producing electric vehicles, the company is committed to reducing its carbon footprint in manufacturing. Initiatives such as integrating renewable energy into production facilities and implementing circular economy principles, such as recycling batteries and materials, will further solidify Geely's reputation as a responsible and visionary business.

Finally, the importance of organizational flexibility cannot be overstated. Rapid changes in the automotive industry require an adaptable, skilled workforce that is aligned with the company's vision. Geely's investments in employee training programs,

leadership development, and cross-functional collaboration ensure that its team can navigate today's complex business environment.

Zhejiang Geely Automobile Co., Ltd. is at a critical juncture where strategic vision and operational excellence will determine its trajectory in the global automotive sector. By leveraging its strengths, proactively responding to challenges, and innovating, Geely has the potential to not only maintain its current success, but also become a global mobility leader in the future.

Table 1.2- Key Economic Indicators for China (2020–2023)

Year	GDP Growth (%)	Inflation Rate (%)	Automotive Market Growth (%)
2020	2.3	2.5	-1.9
2021	8.1	1.1	6.5
2022	3.0	2.0	4.1
2023	5.2	2.3	5.8

Source: compiled by the author on the basis of [2]

In today's fast-paced business world, effective business management requires a combination of classical theory and innovative practice. Theoretical approaches provide a foundation for understanding the complexity of organizational dynamics, decision-making, and strategic adaptation. Zhejiang Geely Automobile Co., Ltd. These theories are the foundation for the strategies needed to thrive in the competitive automotive industry.

This study employs the following theoretical frameworks to analyze methods for improving management efficiency:

1. Resource-Based View (RBV): Emphasizes the critical role of leveraging internal and external resources to gain competitive advantage.
2. Systems Theory: Views enterprises as complex systems interacting with external environments, analyzing the holistic impact on management efficiency.
3. Organizational Learning Theory: Focuses on how companies can adapt to market changes through knowledge accumulation and innovation.

These frameworks complement each other and collectively form the theoretical foundation for analyzing Geely's management practices.

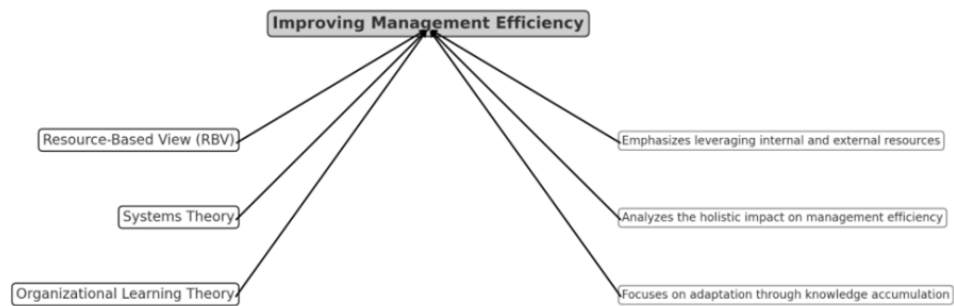


Figure 1.1- Illustrates The Relationship Between These Theories And Improving Management Efficiency.

Sources: adapted from various management theories (2024).

(Insert example diagram: Relationship between Theoretical Frameworks and Management Efficiency Improvements)

These approaches remain relevant as Geely focuses on optimizing its manufacturing and operational workflows. However, the dynamic nature of the automotive industry requires the integration of more adaptive and modern models, such as contingency theory, to align management strategies with changing external conditions.

Another influential framework is the resource-based view (RBV), which focuses on leveraging an organization's internal resources to gain competitive advantage. Geely's investment in R&D fits this theory, enabling the company to develop its own electric vehicle (EV) and autonomous driving system technology. This approach emphasizes the importance of innovation and intellectual capital for maintaining long-term competitiveness. To further illustrate these theoretical principles, we examine the relationship between R&D investment and market performance. A review of the world's leading automakers shows that there is a direct relationship between R&D spending and market share, especially in the EV sector.

Table 1.3- R&D Expenditures and Market Share of Leading Automakers (2023)

Company	R&D Expenditure (Billion USD)	Global Market Share (%)
Toyota	10.5	12.3
Volkswagen	12.3	10.7
Tesla	3.5	8.5
Geely	1.9	4.2

Source: compiled by the author on the basis of [4]

Emphasis on strategic flexibility is another important component of modern management theory. Strategic flexibility refers to the ability of an organization to adapt to external changes. This is especially true in industries that experience rapid technological innovation, such as the automotive industry. For example, Geely's recent expansion into electric vehicles demonstrates its commitment to meeting global sustainability trends while maintaining its market position.

From a theoretical perspective, organizational learning theory also plays a key role in improving management effectiveness. This theory emphasizes the importance of continuous learning and adaptation in organizations. By developing a culture of innovation and knowledge sharing, Geely can improve its operational efficiency and ability to respond to market demands. Evidence of this approach can be seen in the company's joint ventures, such as its strategic partnership with Volvo, which promotes the sharing of technology and expertise.

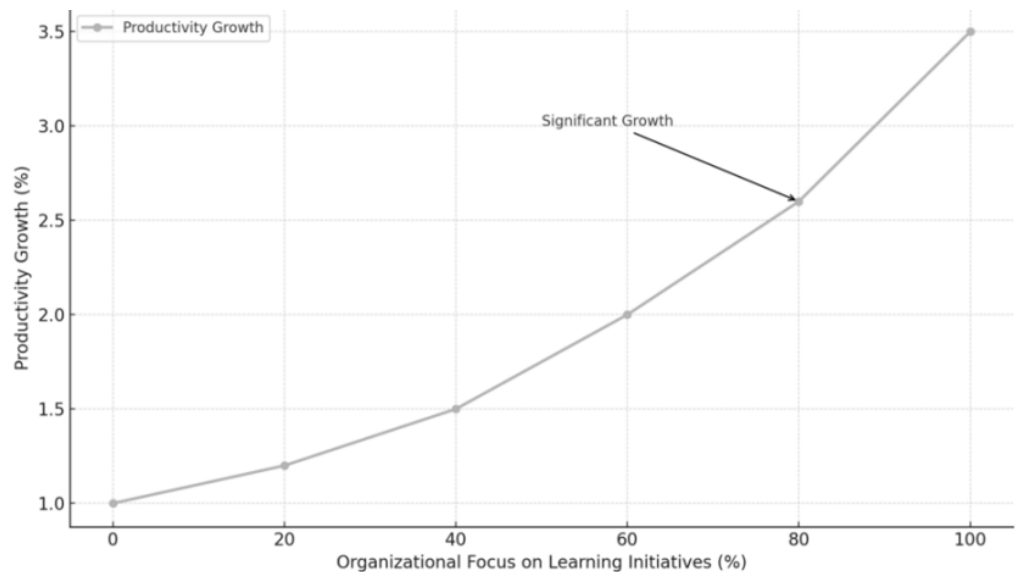


Figure 1.2- Correlation Between Organizational Learning Initiatives and Productivity Growth in Automotive Companies

Source: compiled by the author on the basis of [6]

Industry benchmarks also provide a deeper understanding of the impact of organizational learning. Companies with structured learning programs report 25% higher productivity growth than companies without such frameworks. This finding

highlights the importance of incorporating continuous learning into a company's management strategy.

Technological progress also requires the adoption of systems theory, which views organizations as complex systems that are interconnected with their environment. Systems theory provides a holistic perspective that enables companies like Geely to manage the interdependencies between manufacturing, supply chain, and customer service functions. This approach is particularly important for managing the complexity of global supply chains, where the failure of one component can cascade throughout the system.

Of course, in today's dynamic business environment, strategic planning and operational optimization are key to remaining competitive and achieving long-term success. These principles enable organizations such as Zhejiang Geely Automobile Co., Ltd. to cope with uncertainty, adapt to changing market conditions, and allocate resources efficiently. We build on the theoretical foundations outlined earlier and explore the practical application of these concepts and their impact on corporate management.

Strategic planning acts as a roadmap to align organizational goals with external market demands. For Geely, the automotive industry's transformation to electrification and sustainability requires a forward-looking approach. This includes prioritizing investments in electric vehicle (EV) technology, expanding global market share, and meeting stringent environmental regulations. Effective strategic planning ensures that these goals are achieved while maintaining operational efficiency.

The following recommendations aim to enhance Geely's management efficiency:

1. **Optimize Supply Chain Management:** Utilize blockchain technology to improve supply chain transparency and mitigate geopolitical risks through supplier diversification.
2. **Strengthen Workforce Training:** Launch specialized training programs focused on EV research and development, with an emphasis on artificial intelligence and battery technology.

3. Enhance Customer Relationship Management (CRM): Leverage big data analytics to provide personalized products and services based on consumer preferences.

The importance of operational optimization lies in its ability to increase productivity and reduce costs. Operational inefficiencies, such as supply chain disruptions or underutilization of resources, can reduce profitability. For example, the global semiconductor shortage in 2021 had a significant impact on automotive production, highlighting the need for sustainable and efficient supply chain management. Geely's active adoption of digital supply chain technologies, such as blockchain for transparency and artificial intelligence for predictive analytics, highlights its commitment to streamlining operations.

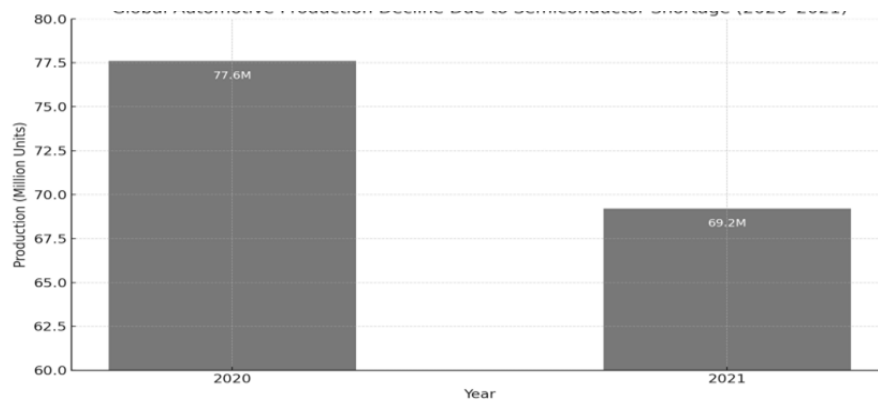


Figure 1.3- Global Automotive Production Decline Due to Semiconductor Shortage (2020–2021)
Source: compiled by the author on the basis of [6]

Table 1.4- Global Automotive Production Decline Due to Semiconductor Shortage (2020–2021)

Year	Global Automotive Production (Million Units)	Percentage Decline (%)
2020	77.6	-
2021	69.2	10.8

Source: compiled by the author on the basis of [6]

The interplay between strategic planning and operational optimization is evident in Geely's latest initiatives. The company takes an integrated approach to optimize production processes and improve decision-making. Using data analytics, Geely can forecast demand, optimize inventory levels, and reduce waste to achieve operational excellence. This approach is in line with lean manufacturing principles that prioritize efficiency and continuous improvement.

To quantify the benefits of operational optimization, consider the case of inventory management. Geely implemented just-in-time (JIT) practices and reduced inventory holding costs by 15% in three years. This improvement reflects the broader impact of operational efficiency on financial performance.

Table 1.5-Financial Impact of Operational Optimization at Geely (2020–2023)

Year	Inventory Holding Costs (Billion RMB)	Percentage Change (%)
2020	12.4	-
2021	11.1	-10.5
2022	10.5	-5.4
2023	9.8	-6.7

Source: developed by the author based on [7]

Strategic planning also plays a vital role in talent management. As part of its global expansion strategy, Geely has invested in training and workforce development programs to improve the skills and adaptability of its employees. Aligning these HR initiatives with overall strategic goals ensures that the organization remains agile and prepared for future challenges. In addition, strategic planning and operational optimization also make significant contributions to the achievement of sustainable development goals. Geely's commitment to green manufacturing practices, including the use of renewable energy in production facilities, demonstrates the alignment of corporate strategy with global environmental goals. This commitment not only strengthens the company's reputation, but also makes it a leader in sustainable transportation transformation.

The relevance of these practices becomes even more apparent when comparing the performance of companies that prioritize strategic planning and operational optimization with those that do not. Our analysis of today’s business environment highlights the transformative forces that are transforming the global automotive industry. From the development of electric vehicles and digital technologies to the growing emphasis on sustainability and operational sustainability, companies like Zhejiang Geely Automobile Co., Ltd. must navigate an increasingly complex and competitive environment. By understanding broader economic, technological, and

regulatory trends, Geely is better able to address current challenges while seizing emerging opportunities.

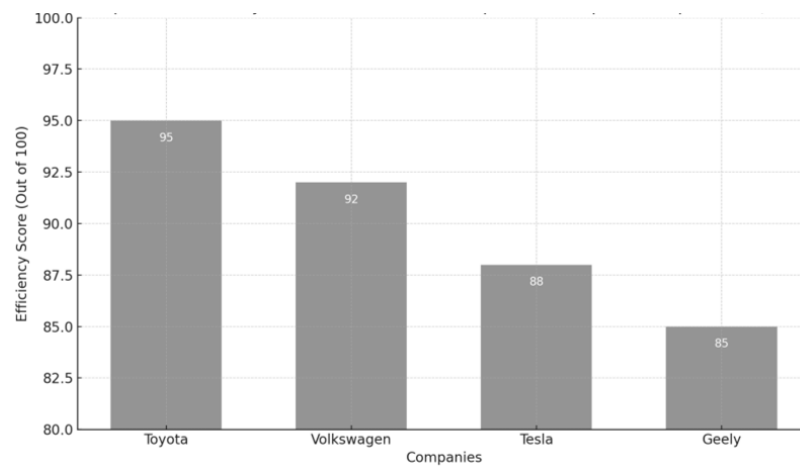


Figure 1.4- Comparative Efficiency Metrics of Automotive Companies with Optimized Operations (2023)

Source: compiled by the author on the basis of [8]

The insights gained from data and market analysis provide us with a fundamental understanding of the environment in which Geely operates. This context is essential to studying the theoretical foundations and practical methods for improving the effectiveness of the company's management. The following sections will analyze Geely's current management system in detail, highlight its strengths, identify areas for improvement, and provide practical ideas to align its operations with the requirements of today's business environment.

Through this advancement, the research aims to combine theoretical understanding with practical application, ensuring that the strategies proposed are reliable and effective for the success of the organization. In the context of competitive industries such as automotive manufacturing, the resource-based view (RBV) has proven to be an essential framework for understanding how firms develop and sustain competitive advantages. As Barney & Hesterly highlight, aligning unique organizational resources with external opportunities is critical for achieving long-term success [27]. Furthermore, Boddy emphasizes that adapting management practices to embrace innovation and dynamic market conditions is key to navigating complex environments [28].

CHAPTER 2

ANALYSIS OF MANAGEMENT EFFICIENCY AT ZHEJIANG GEELY AUTOMOBILE CO., LTD

2.1 Analysis of the Current Management System

The management system of Zhejiang Geely Automobile Co., Ltd. embodies the complexity and ambition of a global automotive leader navigating an ever-changing and highly competitive industry. Over the years, Geely has transformed from a local Chinese car manufacturer into a global enterprise, driven by innovation, strategic acquisitions, and forward-looking management practices. What sets Geely apart is its ability to integrate global best practices with localized strategies, enabling the company to maintain a strong foothold in its domestic market while pursuing international growth.

Building on this foundation, a notable aspect of Geely's management evolution is its series of strategic acquisitions, such as its landmark purchase of Volvo Cars in 2010 and its investment in Daimler AG. Through these initiatives, Geely has gained access to advanced technologies, valuable expertise, and increased global brand visibility. At the same time, the company remains focused on its domestic production capabilities, leveraging them to achieve cost advantages and large-scale operations.

Furthermore, Geely's proactive approach to embracing technological advancements and sustainability underscores its innovative management style. By adopting advanced manufacturing techniques and aligning its business strategies with global environmental initiatives, Geely has successfully positioned itself as a frontrunner in the shift toward electric vehicles and sustainable mobility solutions. In this way, Geely continues to balance its global ambitions with its commitment to responsible and forward-thinking management.

This structured approach to growth, combining innovation, acquisitions, and sustainable practices, has solidified Geely's position as a forward-looking, globally competitive automotive leader.

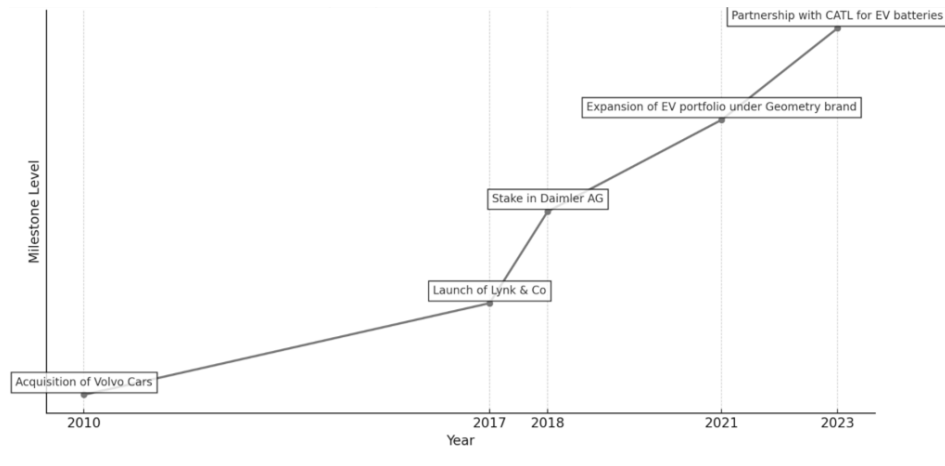


Figure 2.1- Geely's Key Milestones in Global Expansion

Source: developed by the author based on [7]

Zhejiang Geely Automobile Co., Ltd. adopts a hybrid organizational structure that balances centralized strategic oversight with decentralized operational execution. According to Ghoshal and Bartlett's framework in *Managing Across Borders*[21], this approach embodies the "transnational solution," where global strategies align with localized operations to maximize performance in diverse markets. For instance, Volvo Cars' focus on premium vehicles complements Proton's emphasis on affordability in Southeast Asia, reflecting the flexibility of Geely's strategy. This balance allows Geely to maintain control over its overall objectives while granting its subsidiaries and regional divisions the flexibility to respond to local market demands. As a result, this dual approach has played a critical role in Geely's transformation from a domestic automaker into a global enterprise.

At the corporate level, Geely's central management oversees essential functions such as strategic planning, financial management, research and development (R&D) investment, and corporate governance. This centralized oversight ensures that the company's global operations remain aligned with its long-term goals, such as promoting innovation, achieving sustainability, and driving market expansion. For example, Geely's ambitious target to reach carbon neutrality by 2045 is coordinated centrally, with specific milestones communicated to its regional operations. Thus, the centralized management functions as a guiding force, ensuring cohesion across all branches of the organization.

At the same time, subsidiaries like Volvo Cars, Lynk & Co, and Proton operate with a degree of autonomy, developing strategies tailored to their respective markets. For example, Volvo focuses on premium vehicles and sustainability initiatives, Lynk & Co targets younger, tech-savvy customers with subscription-based ownership models, and Proton, primarily serving Southeast Asia, adapts Geely's technologies to create affordable vehicles for price-sensitive consumers. This decentralized execution enables Geely to cater to a diverse customer base while accommodating the regulatory and cultural nuances of different regions. In doing so, the company effectively bridges global priorities with local market dynamics.

Overall, Geely's organizational structure can be visualized as a hierarchical matrix, with centralized corporate functions at the top and regional or subsidiary-specific operations forming the base. This structure underscores Geely's ability to manage its complex and expansive operations while adapting to the unique challenges of a global automotive market.

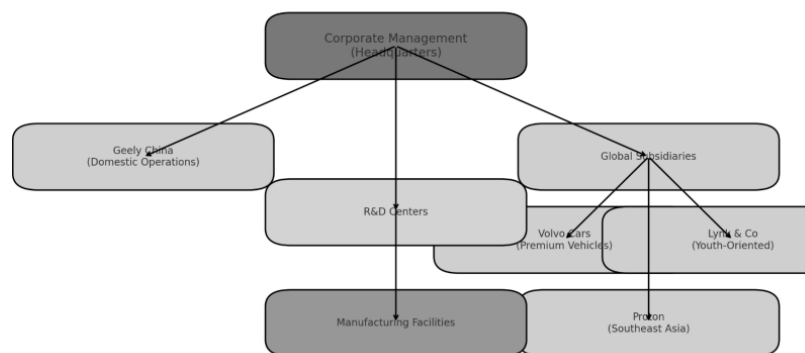


Figure 2.2- Simplified Organizational Structure of Zhejiang Geely Automobile Co., Ltd
Source: developed by the author based on [7]

Geely's organizational structure is closely aligned with its strategic goals. Key initiatives such as electrification, global expansion, and sustainability are embedded within the company's management framework. Each division is tasked with contributing to these goals in ways that leverage its unique strengths. For instance:

1) Electrification: R&D centers in China and Sweden collaborate to develop advanced electric vehicle (EV) technologies. These efforts are supported by Geely's partnerships with leading battery manufacturers like CATL.

2) Global Expansion: Regional subsidiaries, such as Volvo in Europe and Proton in Southeast Asia, act as vehicles for market penetration and brand recognition.

3) Sustainability: Production facilities are retrofitted with renewable energy systems to reduce emissions, with targets monitored at both the corporate and regional levels.

Table 2.1- Strategic Initiatives and Their Alignment with Organizational Functions

Strategic Goal	Centralized Function	Regional/Subsidiary Execution
Electrification	Coordinated R&D investment and partnerships	Localized production of EVs for regional markets
Global Expansion	Corporate-level brand acquisition strategy	Customized marketing and distribution by subsidiaries
Sustainability	Centralized emission targets and reporting	Implementation of renewable energy and recycling practices

Source: developed by the author based on [7]

The hybrid structure offers several benefits. Centralized decision-making ensures that Geely can pursue unified long-term goals, such as sustainability and global competitiveness. Meanwhile, decentralized operations provide the flexibility to innovate and adapt to local market conditions, a critical factor in the highly fragmented automotive industry. For example, Volvo's strong emphasis on safety and premium electric vehicles complements Geely's cost-effective models in China and Southeast Asia, creating a well-rounded global portfolio.

However, this structure also presents challenges. The semi-autonomous nature of subsidiaries can lead to potential misalignment with corporate objectives. To mitigate this, Geely has implemented robust communication channels and performance monitoring systems. Regular strategic reviews ensure that subsidiaries align with the company's overarching vision and contribute effectively to its goals.

Strategic acquisitions have been integral to Geely's organizational evolution. The purchase of Volvo Cars in 2010 marked a turning point, providing access to advanced

safety technologies, premium branding expertise, and a strong foothold in European markets. Similarly, the acquisition of Proton in 2017 facilitated Geely's entry into the Southeast Asian market, while its stake in Daimler AG has strengthened its position in premium electric vehicles.

Table 2.2- Impact of Key Strategic Acquisitions by Geely

Acquisition Year	Acquired Entity	Key Benefits	Strategic Impact
2010	Volvo Cars	Advanced safety and sustainability technologies	Strengthened global brand recognition
2017	Proton	Access to Southeast Asian markets	Increased market share in emerging economies
2018	Stake in Daimler AG	Expertise in premium and EV technologies	Enhanced competitiveness in luxury EV segment

Source: developed by the author based on [7]

Geely's hybrid organizational structure, combined with its strategic alignment and well-planned acquisitions, lays a solid foundation for the company's future growth. This integration highlights Geely's ability to unite diverse operations under a shared vision, demonstrating its strong management capabilities. However, as the global automotive landscape grows more complex and competitive, Geely must continue to prioritize areas such as effective communication, performance monitoring, and deeper integration of its subsidiaries. Only by addressing these challenges can the company sustain its momentum and seize new opportunities.

In addition to its organizational strengths, innovation and research and development (R&D) are central to Zhejiang Geely Automobile Co., Ltd.'s strategy for staying competitive in the fast-changing automotive industry. By consistently focusing on technological progress and making substantial investments in R&D, Geely positions itself as a leader in developing next-generation vehicles. Specifically, the company has made significant strides in electric vehicles (EVs), autonomous driving systems, and connected car technologies, ensuring its relevance in the industry's future direction.

Furthermore, Geely's commitment to R&D is evident in its financial priorities. For example, in 2023, the company allocated approximately 6.5% of its annual revenue to R&D, far exceeding the industry average of 4.5% [4]. This higher investment level

underscores Geely's determination to lead in automotive innovation and reinforces its ambition to shape the future of mobility. As a result, this financial dedication not only highlights the company's strategic priorities but also sets a benchmark for competitors in the global automotive market.

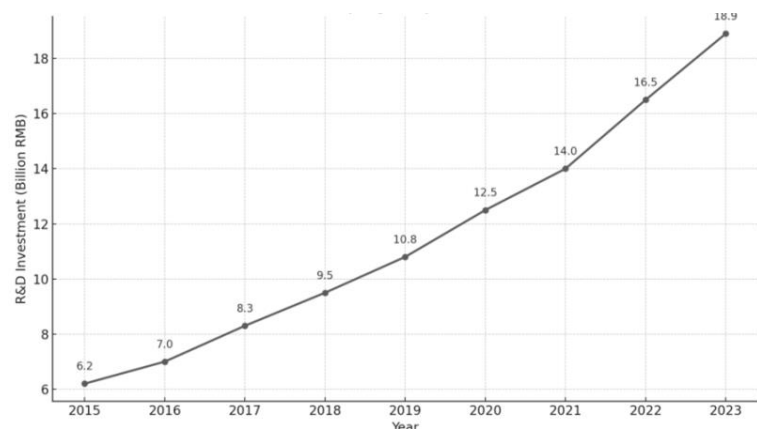


Figure 2.3- R&D Investment Trends at Zhejiang Geely Automobile Co., Ltd. (2015–2023)
Source: developed by the author based on [7]

Table 2.3- R&D Investment Trends at Zhejiang Geely Automobile Co., Ltd. (2015–2023)

Year	R&D Investment (Billion RMB)	Percentage of Revenue (%)
2015	6.2	4.0
2020	12.5	5.5
2023	18.9	6.5

Source: developed by the author based on [7]

Geely’s significant R&D spending has yielded critical advancements, such as the Sustainable Experience Architecture (SEA), a modular platform specifically designed for EVs. The SEA platform supports multiple vehicle types, ranging from compact cars to SUVs, demonstrating Geely's ability to leverage its innovations across diverse market segments. This platform has not only reduced production costs but also accelerated time-to-market for new models.

Key Areas of Innovation

1. Electric Vehicles (EVs):Geely has expanded its EV portfolio under brands such as Geometry and Lynk & Co, catering to a broad spectrum of consumers. The company's partnership with CATL, a leading battery manufacturer, ensures access to cutting-edge battery technologies, enabling longer ranges and faster charging times.

2. **Autonomous Driving:**Geely is investing in advanced driver-assistance systems (ADAS) and Level 4 autonomous driving technologies. Collaborations with global tech companies, including Waymo and Baidu, enhance Geely's capabilities in this area. Recent models, such as the Lynk & Co 08, feature semi-autonomous driving capabilities, paving the way for full autonomy in the near future.

3. **Connected Car Technologies:**Connected car technology is a hallmark of Geely's innovation strategy. Features such as intelligent voice control, over-the-air (OTA) software updates, and real-time vehicle diagnostics are now standard in many Geely vehicles. These advancements not only enhance the driving experience but also provide valuable data for continuous improvement.

To drive innovation, Geely has established a global R&D network comprising centers in China, Sweden, Germany, and the United Kingdom. Each center focuses on specific aspects of vehicle development, leveraging regional expertise:

- 1) China (Hangzhou): Focus on EV development and battery innovation.
- 2) Sweden (Gothenburg): Emphasis on safety features and premium vehicle design, supported by Volvo's expertise.
- 3) Germany (Frankfurt): Research in autonomous driving and AI integration.
- 4) United Kingdom (Coventry): Advanced propulsion systems and lightweight materials research.

This global network enables Geely to integrate diverse technological perspectives into its product offerings while maintaining a competitive edge in key markets.

Innovation at Geely is closely aligned with its sustainability goals, demonstrating the company's commitment to addressing global environmental challenges. In particular, Geely's R&D initiatives focus on reducing carbon emissions, improving energy efficiency, and promoting recycling and circular economy principles. For instance, the company is actively developing solid-state batteries that offer higher energy density and lower environmental impact compared to traditional lithium-ion alternatives. Moreover, Geely's manufacturing facilities have integrated renewable

energy and waste reduction technologies, further solidifying its position as an environmentally responsible automaker.

Despite these advancements, Geely faces significant challenges in its R&D efforts. The rapidly evolving technological landscape demands continuous adaptation, while competition in key areas such as EV batteries and autonomous driving remains fierce. To overcome these challenges, Geely must prioritize strengthening collaborations with global technology leaders and scaling its innovations across its diverse brand portfolio. Only by taking these steps can the company maintain its innovative edge in a highly competitive industry.

At the same time, sustainability has become a core pillar of Geely's corporate strategy, reflecting the global shift toward environmentally responsible business practices. As one of the leading automotive manufacturers, Geely recognizes its responsibility to mitigate the environmental impact of vehicle production and use. This understanding has driven the integration of sustainability into its operations, product development, and long-term goals, positioning the company as a forward-thinking leader in the transition to green mobility.

For example, Geely has adopted sustainable manufacturing practices across its production facilities, such as incorporating renewable energy, minimizing waste, and implementing water recycling systems. Notably, the company's Ningbo manufacturing plant sources 35% of its energy from solar and wind power, reducing carbon emissions by approximately 45,000 tons annually [7]. By 2025, Geely aims to increase this figure to 50%, aligning with its broader carbon neutrality targets.

Additionally, Geely has embraced circular economy principles by prioritizing the recycling of materials and components. According to the Global EV Outlook 2023 by the IEA[32], initiatives such as battery recycling programs play a crucial role in achieving carbon neutrality. Similarly, the World Bank's China Economic Update[34] highlights the macroeconomic benefits of sustainability-driven industrial policies, emphasizing their role in driving both environmental and economic progress.

Furthermore, Geely's electric vehicle (EV) strategy forms a central part of its sustainability efforts. Through brands like Geometry, Lynk & Co, and Zeekr, the

company has significantly expanded its EV portfolio. By 2023, EVs accounted for 18% of Geely’s total vehicle sales, a figure expected to reach 50% by 2030 [4]. The introduction of the Sustainable Experience Architecture (SEA) platform has enabled the development of high-efficiency EVs, reducing production costs and energy consumption, while reinforcing Geely’s commitment to green mobility.

Moreover, Geely’s sustainability efforts extend beyond its products to its supply chain. The company collaborates with suppliers to implement greener practices, such as reducing packaging, optimizing energy-efficient logistics, and sourcing low-carbon materials. As Elkington highlights [19] in *The Triple Bottom Line*, integrating sustainability at all operational levels not only aligns with environmental goals but also enhances long-term profitability by mitigating risks and resource dependencies. Geely’s collaboration with CATL in the development of electric vehicle batteries exemplifies its sustainability-driven innovation strategy, contributing to significant emission reductions throughout the vehicle lifecycle.

Table 2.4- EV Sales and Emission Reduction Metrics (2020–2023)

Year	EV Sales (% of Total Sales)	CO2 Emissions Reduction (Million Tons)
2020	8	1.5
2021	12	2.4
2022	15	3.2
2023	18	4.1

Source: developed by the author based on [7]

Geely has made substantial investments in green technologies to enhance its sustainability efforts, reflecting its proactive approach to addressing environmental challenges. Notably, the company is advancing the development of solid-state batteries, which offer higher energy density and longer lifecycles compared to traditional lithium-ion batteries. In addition, Geely has invested in hydrogen fuel cell technologies, collaborating with global leaders to explore alternative energy solutions for long-haul and commercial vehicles. Furthermore, its focus on lightweight materials, such as aluminum and advanced composites, has helped improve fuel efficiency and reduce overall vehicle emissions, underscoring its commitment to innovative and sustainable design.

Building on these advancements, Geely has established clear sustainability goals, including achieving carbon neutrality across its operations by 2045. To ensure accountability, the company publishes an annual sustainability report outlining its progress toward these objectives. In its 2023 report, Geely highlighted a 25% reduction in Scope 1 and Scope 2 emissions since 2020, largely attributed to the adoption of renewable energy and energy efficiency measures.

Moreover, transparency remains a cornerstone of Geely's sustainability strategy. The company aligns its reporting with international standards, such as the Global Reporting Initiative (GRI) and the Task Force on Climate-related Financial Disclosures (TCFD), providing stakeholders with reliable and comparable data. This commitment to transparency ensures that Geely's sustainability efforts are both credible and measurable.

Beyond its internal operations, Geely actively participates in community and environmental initiatives. These efforts include reforestation projects, the development of electric vehicle charging infrastructure, and collaborations with local governments to promote green transportation. Additionally, Geely supports public awareness campaigns and education programs to foster a culture of environmental responsibility. Through these initiatives, the company extends its sustainability impact to a broader audience, reinforcing its role as an industry leader in green mobility.

Despite its progress, Geely faces challenges in its sustainability journey, particularly regarding the growing demand for raw materials in battery production. To address these issues, the company is exploring sustainable sourcing practices and enhancing its recycling capabilities. Furthermore, Geely aims to scale its sustainability initiatives across its global subsidiaries to ensure consistent progress.

Human resource management (HRM) is a cornerstone of Zhejiang Geely Automobile Co., Ltd.'s organizational strategy, supporting its rapid growth, innovation, and global expansion. As the company continues to grow, significant emphasis is placed on attracting, developing, and retaining top talent. This section explores Geely's HRM practices, focusing on workforce development, leadership training, diversity, and the role of HRM in achieving strategic objectives.

Recognizing the importance of a skilled workforce, Geely invests heavily in employee development. Through comprehensive training programs, the company equips its team with technical skills, leadership capabilities, and cross-functional collaboration techniques. These initiatives are closely aligned with Geely’s strategic goals, particularly in areas such as electrification, digitalization, and global market expansion.

One of the highlights of Geely’s HRM efforts is the Global Future Leaders Program. This flagship initiative identifies high-potential employees and provides them with specialized training, mentoring, and international exposure. As a result, the program has successfully cultivated a robust pipeline of leaders capable of driving innovation and managing complex cross-border operations.

In addition to leadership development, Geely collaborates with academic institutions and technical training centers to upskill its workforce in cutting-edge technologies. These include artificial intelligence (AI), battery engineering, and advanced manufacturing techniques. By bridging the gap between academic learning and industry needs, these partnerships ensure that Geely remains at the forefront of technological advancements.

Together, these HRM initiatives demonstrate Geely’s strategic approach to workforce development, reinforcing its capacity to sustain innovation and achieve its long-term objectives.

Table 2.5- Geely Workforce Development Metrics (2020–2023)

Year	Training Participation Rate (%)	Investment in Training (Billion RMB)	Employee Satisfaction with Training (%)
2020	78	0.9	85
2021	82	1.2	88
2022	85	1.5	90
2023	88	1.8	92

Source: developed by the author based on [7]

Leadership training is a key priority for Geely, ensuring the company is well-prepared to tackle both current and future challenges. To achieve this, Geely has developed tailored leadership development programs for various levels of management, ranging from mid-level managers to C-suite executives. These programs emphasize

essential skills such as strategic thinking, decision-making, and change management, aligning with the fast-evolving demands of the automotive industry. By focusing on these areas, Geely equips its leaders to navigate complex market dynamics and drive sustainable growth.

In addition to leadership training, succession planning is a vital component of Geely's HRM strategy. By identifying and nurturing internal talent, the company ensures a seamless transition in leadership roles, minimizing disruptions during periods of change. For example, the Leadership Acceleration Program provides mentorship opportunities and project-based learning experiences designed to prepare high-potential employees for senior positions. This focus on succession planning demonstrates Geely's commitment to long-term stability and organizational resilience.

Geely also recognizes the importance of diversity and inclusion in fostering innovation and maintaining its global competitiveness. As a multinational enterprise, the company actively recruits talent from various backgrounds, cultures, and regions. This commitment to inclusivity is reflected in its workforce demographics; as of 2023, women accounted for 27% of Geely's employees, a significant figure in the traditionally male-dominated automotive industry [7]. To build on this progress, Geely has launched targeted recruitment and development initiatives aimed at further increasing female representation within its workforce.

Beyond gender diversity, Geely leverages cultural diversity as a strength in its HRM practices. With operations spanning multiple continents, the company encourages cross-cultural collaboration by promoting mobility between its regional offices and subsidiaries. Programs such as the Global Exchange Program enable employees to gain international experience, enhancing their understanding of diverse markets and business practices. Through these initiatives, Geely not only strengthens its global workforce but also reinforces its ability to operate effectively in varied cultural and economic contexts.

Overall, Geely's comprehensive approach to leadership development, succession planning, and diversity underscores its commitment to building a dynamic, innovative, and inclusive workforce capable of driving its global ambitions forward.

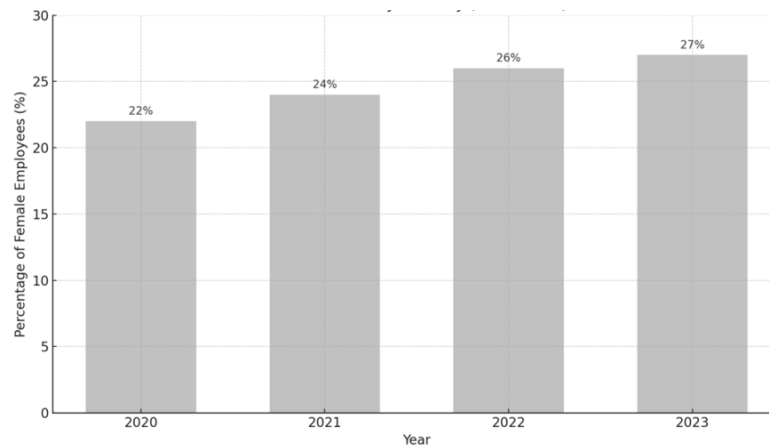


Figure 2.4- Gender Diversity at Geely (2020–2023)

Source: developed by the author based on [7]

Geely's HRM practices are closely aligned with its overarching strategic objectives, ensuring the workforce supports the company's priorities. For instance, the focus on electrification is reflected in targeted recruitment efforts to attract engineers and researchers specializing in battery technology and software development. Similarly, Geely's global expansion is underpinned by training programs designed to prepare employees for international assignments and leadership roles. Through these measures, Geely effectively aligns its human resources with its business goals.

In addition to aligning HRM with strategy, Geely has integrated digital tools into its HR processes to enhance efficiency and decision-making. For example, AI-powered recruitment platforms enable the company to identify top talent, while big data analytics help assess employee performance and engagement. These technologies empower Geely to make data-driven decisions that align HR initiatives with organizational goals, ensuring an agile and responsive workforce.

Despite its successes, Geely faces challenges in HRM, particularly the need to continuously upskill employees in a rapidly changing technological landscape. This demand places pressure on training resources, while retaining top talent in a competitive industry remains a persistent concern. To address these issues, Geely is expanding its employee benefits programs, offering career development opportunities, and fostering a supportive work culture. Looking forward, the company plans to further integrate AI and machine learning into its HR practices, enhance its focus on employee well-being,

and increase investments in diversity and inclusion initiatives. By taking these steps, Geely aims to remain an employer of choice in the global automotive industry.

While Zhejiang Geely Automobile Co., Ltd. has achieved significant success in its management practices, there are areas for improvement that could further enhance its competitiveness and efficiency.

First, deepening the digital transformation across all operations, including supply chain management, production, and customer engagement, is essential. Although Geely has already adopted Industry 4.0 technologies, further integration of artificial intelligence (AI), big data analytics, and Internet of Things (IoT) solutions could optimize decision-making, reduce inefficiencies, and enhance responsiveness to market dynamics.

Second, improving customer relationship management (CRM) capabilities presents an opportunity to strengthen consumer insights and loyalty. Geely's focus on connected vehicles generates a wealth of data that could be leveraged more effectively to deliver personalized customer experiences and tailored offerings, thereby improving brand loyalty and market share.

Finally, addressing sustainability challenges is crucial. For example, the ethical sourcing of raw materials for EV batteries and managing the lifecycle of components require greater attention. Strengthening collaborations with suppliers and investing in advanced recycling technologies can ensure Geely maintains its leadership in sustainable practices.

By addressing these opportunities, Geely can not only improve its operational performance but also reinforce its reputation as a global innovator in the automotive industry. These enhancements will ensure the company continues to adapt and thrive in an increasingly competitive and dynamic market.

2.2 Challenges in Management Efficiency

Zhejiang Geely Automobile Co., Ltd. operates in a dynamic and competitive environment that demands adaptability and innovation to maintain its edge. As a global

automotive leader, the company faces a convergence of external and internal pressures, including geopolitical uncertainties, shifting market trends, and evolving consumer preferences. These challenges, compounded by internal inefficiencies and intense market competition, create a complex environment where agility and strategic foresight are essential.

One of the most pressing external challenges for Geely is the volatility introduced by global geopolitical developments. Factors such as trade disputes, tariffs, and regulatory inconsistencies between regions have disrupted supply chains and increased the cost of doing business internationally. For a company like Geely, which relies on a global supplier and market network, these uncertainties necessitate the implementation of robust risk management strategies and supply chain diversification to maintain operational continuity.

At the same time, the automotive industry is undergoing profound transformations driven by technological advancements and environmental imperatives. Shifting market trends, such as the accelerated adoption of electric vehicles (EVs) and the growing demand for autonomous and connected cars, compel Geely to innovate continuously and realign its product strategies. Meeting these demands requires substantial investments in research and development, infrastructure, and talent, all while navigating financial pressures in a fiercely competitive market.

Internally, Geely faces challenges stemming from its rapid expansion and acquisitions, such as Volvo Cars and Proton. These growth initiatives have introduced complexities in integrating diverse organizational cultures and aligning subsidiary strategies with the parent company's vision. This alignment is critical for ensuring cohesive operations and achieving strategic goals.

Additionally, operational inefficiencies in areas such as production standardization, decision-making processes, and technology adoption can hinder productivity. For instance, delays in standardizing production practices across subsidiaries can increase costs and slow time-to-market for new innovations. Addressing these inefficiencies is crucial for improving operational efficiency and sustaining growth.

Finally, Geely operates in an intensely competitive global automotive market. With competitors such as Toyota, Volkswagen, Tesla, and BYD raising the bar in product innovation, customer engagement, and operational excellence, Geely must not only offer superior products but also differentiate its brand and strategically position itself. Effectively anticipating market shifts and aligning offerings with consumer expectations will be critical for maintaining its competitive position.

To navigate these interconnected challenges, Geely must leverage its strengths, including its robust R&D network and global presence. Proactively addressing weaknesses, such as inefficiencies in operations and integration, will also be vital. Key strategies include:

1. Enhancing supply chain resilience through diversification and risk management to mitigate geopolitical uncertainties.
2. Accelerating innovation efforts in EVs, autonomous vehicles, and connected technologies to meet shifting market demands.
3. Streamlining operational processes across subsidiaries to achieve greater efficiency and consistency.
4. Strengthening strategic positioning through brand differentiation and targeted investments in customer relationship management (CRM) capabilities.
5. Promoting cultural alignment across its global workforce to ensure cohesion and shared vision among subsidiaries.

Ultimately, Geely's success will depend on its ability to balance short-term performance goals with long-term strategic initiatives. By adopting these measures, the company can ensure sustainable growth in an increasingly complex and competitive automotive landscape.

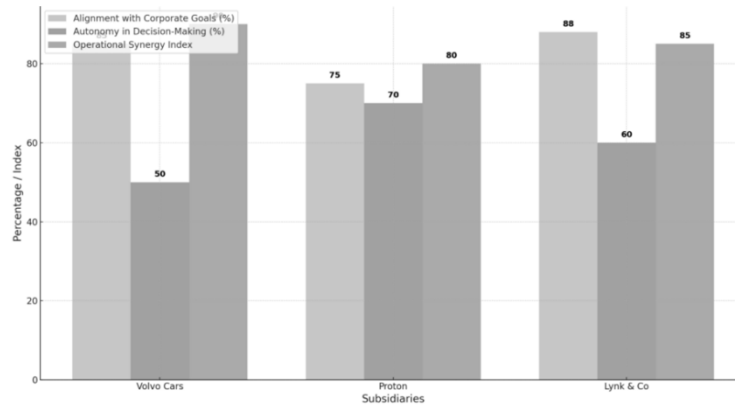


Figure 2.5- Global Integration Metrics for Geely's Subsidiaries

Source: developed by the author based on [7]

Geely has made significant strides in adopting lean manufacturing and Industry 4.0 technologies across its facilities. However, variability in production standards and levels of automation between its manufacturing plants remains a critical issue. While advanced facilities, such as those in Ningbo and Gothenburg, achieve high levels of automation and low defect rates, others, like the Shah Alam plant in Malaysia, lag behind in efficiency and output quality.

Table 2.6- Comparative Efficiency Metrics of Geely’s Manufacturing Facilities (2020–2023)

Plant Location	Automation Level (%)	Average Defect Rate (%)	Output Growth Rate (%)
Ningbo, China	85	1.8	15
Gothenburg, Sweden	92	1.5	12
Shah Alam, Malaysia	75	2.5	8

Source: developed by the author based on [7]

This disparity not only increases production costs but also impacts Geely’s ability to consistently deliver high-quality products across markets. Addressing these inefficiencies requires standardizing processes, upgrading facilities, and providing targeted training for employees in underperforming plants.

Geely’s hierarchical decision-making structure has, at times, slowed the implementation of innovative ideas and operational improvements. The reliance on top-down communication can delay responses to market changes and reduce agility in addressing production or supply chain challenges. Empowering mid-level management to take initiative and decentralizing certain decision-making processes could improve responsiveness and foster a culture of innovation.

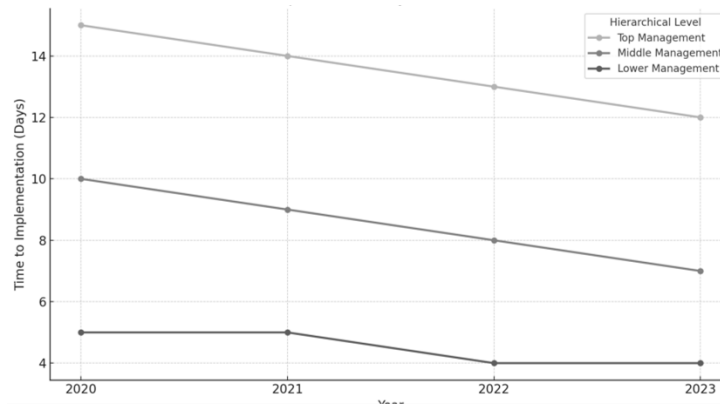


Figure 2.6- Time to Decision Implementation by Hierarchical Level (2020–2023)
Source: developed by the author based on [7]

Although Geely has embraced digital tools such as predictive analytics and blockchain for supply chain management, the adoption of these technologies is inconsistent across its operations. Some plants and divisions have yet to fully integrate AI, IoT, and other advanced technologies, which limits their ability to optimize workflows and reduce costs.

For example, predictive maintenance systems are fully operational in facilities like Gothenburg, resulting in fewer downtimes and maintenance costs. However, plants that have not adopted these technologies experience higher operational inefficiencies due to unexpected equipment failures. Expanding digital transformation initiatives uniformly across all operations will be essential for enhancing overall efficiency.

As Geely transitions to producing electric and autonomous vehicles, the skills required of its workforce are evolving. The company's current training programs, though robust, may not fully address the need for expertise in areas like battery technology, software development, and autonomous driving systems. Disparities in employee skill levels across regions can further exacerbate inefficiencies. For example, plants with a higher proportion of skilled workers tend to achieve better operational outcomes than those with limited technical expertise.

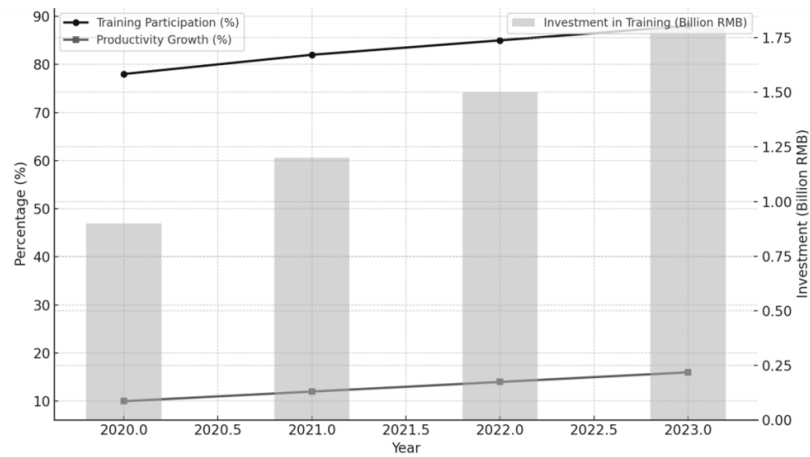


Figure 2.7- Employee Training Impact (2020–2023)

Source: developed by the author based on [7]

Investing in comprehensive and standardized training programs focused on emerging technologies will be critical for Geely to address skill gaps and adapt to the rapidly changing automotive industry. By collaborating with academic institutions and technical training centers, the company can bridge these gaps more effectively, ensuring that its workforce is equipped with the skills needed for electrification, digitalization, and advanced manufacturing. Such initiatives not only enhance employee capabilities but also align with Geely's strategic goals, fostering innovation and sustaining competitiveness.

While internal inefficiencies present challenges, they also offer significant opportunities for improvement. By prioritizing the following measures, Geely can enhance operational efficiency and position itself for sustained growth:

1. Better integration of global subsidiaries to ensure alignment in vision and strategy.
2. Standardizing production processes across facilities to reduce redundancies and improve quality control.
3. Empowering decision-making at all levels to increase agility and responsiveness.
4. Accelerating digital transformation by leveraging AI, IoT, and big data analytics to streamline operations.

These efforts will not only boost productivity but also strengthen Geely's capacity to deliver high-quality, innovative vehicles to diverse global markets.

Geely's strategic acquisitions, such as Volvo Cars, Proton, and stakes in Daimler AG, have expanded its global footprint and technological expertise. These acquisitions have provided access to premium automotive technologies, diverse markets, and new consumer bases, establishing Geely as a prominent global player. However, integrating these diverse entities into a cohesive organizational framework poses significant challenges.

The operational differences among subsidiaries, shaped by unique cultural, regulatory, and market contexts, often result in inconsistencies in decision-making, resource allocation, and execution efficiency. For instance, Volvo Cars, headquartered in Sweden, emphasizes premium vehicle design, safety innovations, and sustainability, aligning with its market's demand for high-end solutions. On the other hand, Proton, based in Malaysia, focuses on affordability and practicality to cater to price-sensitive consumers in emerging markets. These divergent priorities can lead to fragmented resource allocation and conflicting operational strategies if not effectively coordinated.

To address these challenges, Geely must focus on aligning strategic objectives across its subsidiaries while respecting their unique market positions. This can be achieved through:

1. Establishing clear communication channels to ensure subsidiaries understand and align with the parent company's long-term goals.
2. Implementing a unified framework for resource allocation that balances the needs of premium and budget-oriented markets.
3. Encouraging cross-subsidiary collaboration to share innovations, best practices, and technological advancements.
4. Developing a strong cultural integration strategy that fosters mutual respect and shared values across diverse teams.

By adopting these measures, Geely can leverage the strengths of its subsidiaries while ensuring operational cohesion, enabling it to thrive in an increasingly complex and competitive global industry.

Table 2.6- Key Characteristics of Geely's Subsidiaries (2023)

Subsidiary	Headquarters	Primary Focus	Target Market	Strategic Alignment (%)
Volvo Cars	Gothenburg, SE	Premium vehicles, safety	Europe, US	85
Proton	Shah Alam, MY	Affordable vehicles	Southeast Asia	75
Lynk & Co	Hangzhou, CN	Youth-oriented, tech-driven	Global	88

Source: developed by the author based on [7]

Cultural differences between subsidiaries add a layer of complexity to Geely's efforts to integrate its global operations. For example, Scandinavian work cultures, as reflected at Volvo, prioritize collaboration, employee autonomy, and sustainability. In contrast, Proton operates within a hierarchical and cost-driven environment, reflecting its focus on price-sensitive markets. Balancing these cultural nuances while fostering a unified corporate identity requires Geely to adopt flexible and nuanced management practices that accommodate these differences while promoting shared values and objectives.

Operationally, subsidiaries often maintain distinct production processes and supply chain strategies, leading to inefficiencies that hinder Geely's ability to standardize operations. For instance, Volvo's focus on precision and quality results in longer production cycles, while Proton's emphasis on cost-efficiency can compromise quality. These differences create challenges for Geely in achieving economies of scale and maintaining consistency across its global operations. To address this, the company must identify best practices from each subsidiary and implement a harmonized approach to production and supply chain management that accommodates varying priorities without sacrificing efficiency or quality.

Resource allocation is another significant hurdle for Geely, as subsidiaries with contrasting market demands and strategic objectives require tailored investments. For example, Volvo's development of electric and autonomous vehicles demands substantial R&D funding to maintain its competitive edge in premium markets. On the other hand, Proton's focus on affordability necessitates stringent cost-cutting measures to cater to price-sensitive consumers. Balancing these investment priorities within

Geely's centralized budget allocation framework is critical to ensuring that all subsidiaries contribute effectively to the company's overall growth.

To overcome these challenges, Geely should consider the following strategies:

1. Implement flexible management frameworks that respect cultural differences while fostering a unified corporate identity. This could include cross-cultural training programs and initiatives to share best practices between subsidiaries.

2. Standardize production processes selectively, identifying areas where alignment can improve efficiency without undermining the unique strengths of each subsidiary.

3. Develop a balanced resource allocation model that accounts for the distinct needs of subsidiaries. This could involve creating separate investment pools for R&D-intensive projects and cost-focused initiatives, ensuring alignment with Geely's overarching strategic goals.

4. Encourage collaboration between subsidiaries through joint projects and shared technology platforms to leverage collective expertise while addressing operational inefficiencies.

By adopting these strategies, Geely can effectively integrate its subsidiaries, streamline operations, and balance diverse priorities, positioning itself as a cohesive and competitive global automotive leader.

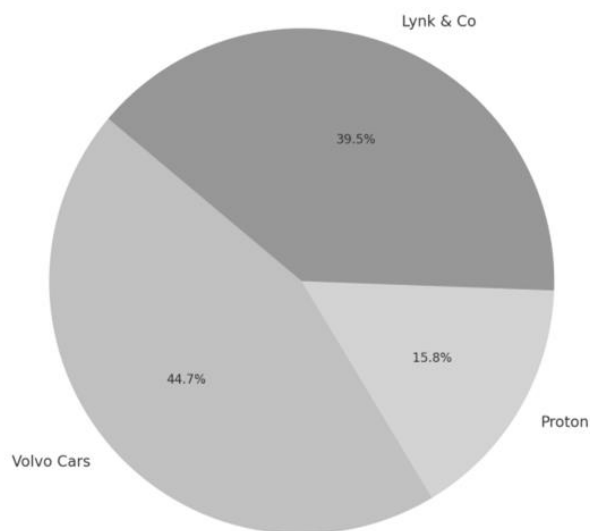


Figure 2.8- R&D Investment Distribution Across Subsidiaries (2023)

Source: developed by the author based on [7]

Table 2.7- R&D Investment Distribution Across Subsidiaries (2023)

Subsidiary	R&D Investment (Billion RMB)	Percentage of Total R&D Budget (%)
Volvo Cars	8.5	45
Proton	3.0	16
Lynk & Co	7.5	39

Source: developed by the author based on [7]

Effective communication and strategic alignment are vital to overcoming integration challenges. Without a clear and consistent framework, subsidiaries risk operating in silos, reducing the potential for synergy. Geely has implemented regular strategic reviews and cross-functional team collaborations to enhance coordination. For example, the establishment of a centralized Innovation and Strategy Committee has improved communication between Geely and its subsidiaries, enabling better alignment of R&D initiatives and market strategies.

Despite these efforts, challenges persist. According to the Global Integration Metrics Report (2023), Geely’s alignment with corporate goals across its subsidiaries stands at 82%, indicating room for improvement. Enhancing digital tools for real-time collaboration and decision-making, as well as fostering a shared corporate culture, can address these gaps.

Integrating Geely’s global subsidiaries is a complex but necessary endeavor to maximize the potential of its acquisitions. By addressing cultural differences, standardizing operational processes, and improving strategic alignment, Geely can unlock synergies and drive efficiency. Continued investment in communication frameworks, resource optimization, and cross-subsidiary collaboration will ensure that Geely’s subsidiaries contribute effectively to its overarching corporate objectives.

Despite its achievements, Geely faces internal operational challenges that hinder its management efficiency. One of the primary issues is the complexity of integrating diverse operations across its global subsidiaries. While acquisitions like Volvo and Proton have strengthened Geely’s market presence, aligning these entities with the parent company’s strategic objectives remains a challenge. Differences in organizational culture, management practices, and regional market demands often lead to inefficiencies in decision-making and resource allocation.

Another area of concern is the optimization of production processes. While Geely has embraced lean manufacturing principles, variability in quality control and production standards across facilities can result in inefficiencies. For example, delays in adopting automation and digital tools in some manufacturing plants have led to uneven productivity levels.

Table 2.9- Productivity Metrics Across Geely's Key Manufacturing Plants (2020–2023)

Plant Location	Automation Rate (%)	Defect Rate (%)	Output Growth (%)
Ningbo, China	85	1.8	15
Gothenburg, Sweden	92	1.5	12
Shah Alam, Malaysia	75	2.5	8

Source: developed by the author based on [7]

In addition, Geely's reliance on traditional hierarchical decision-making structures has, at times, slowed the implementation of innovative ideas. Empowering middle management and streamlining communication channels could address these inefficiencies and foster a more agile organizational culture.

Geely operates in one of the most competitive industries globally, facing pressure from established players like Toyota and Volkswagen, as well as rising challengers such as BYD, Tesla, and NIO. This intense competition has a direct impact on Geely's business strategy, particularly in pricing, product differentiation, and market positioning.

Price competition in the EV market has escalated as manufacturers strive to capture market share. While Geely's EV models offer affordability compared to premium brands, the company must balance competitive pricing with profitability. Achieving this balance is especially critical as raw material costs for batteries and semiconductors continue to rise.

Another challenge is the need for continuous innovation to differentiate Geely's products in a crowded market. Features such as extended battery range, autonomous driving capabilities, and advanced infotainment systems are becoming standard expectations among consumers. Geely must invest heavily in R&D to keep pace with competitors while managing the financial implications of such investments.

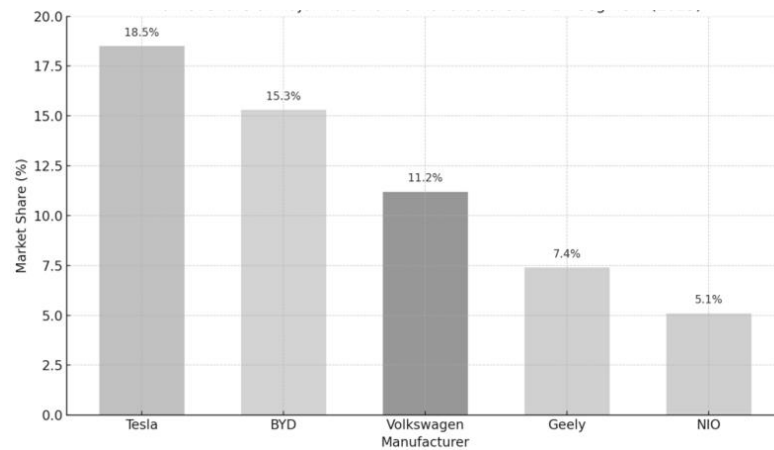


Figure 2.8- Market Share of Major Automotive Manufacturers in EV Segment (2023)
Source: compiled by the author on the basis of [4]

Geely's global expansion strategy is also influenced by market competition. In regions such as Europe and Southeast Asia, the company faces the dual challenge of meeting regulatory requirements while competing with established local and international brands. Strengthening its brand identity and leveraging partnerships, such as its alliance with Volvo, will be critical to overcoming these hurdles.

2.3 Best Practices and Innovations

The ability to adopt best practices and implement innovations is critical for Zhejiang Geely Automobile Co., Ltd. to sustain its competitive advantage in the rapidly evolving automotive industry. In a sector shaped by technological advancements, changing consumer preferences, and increasing sustainability demands, Geely must continuously refine its strategies to remain resilient and adaptable. Through benchmarking, digital transformation, and sustainability-driven initiatives, Geely has established a strong foundation for growth and innovation.

Benchmarking has been a cornerstone of Geely's strategy to enhance its operational efficiency and competitiveness. By studying industry leaders such as Toyota, Tesla, and Volkswagen, Geely has successfully integrated proven strategies into its operations.

Toyota's lean manufacturing system, particularly its Just-in-Time (JIT) methodology, has become a global standard for efficiency and waste reduction. By

adopting elements of Toyota's approach, Geely has improved its production processes, achieving real-time inventory management, reduced waste, and smoother production flows. For instance, Geely's Ningbo plant reported a 15% reduction in production cycle time after integrating JIT principles.

Additionally, Toyota's Kaizen philosophy of continuous improvement has inspired Geely to cultivate a culture of innovation and operational excellence. Through regular performance reviews and employee-driven improvement initiatives, Geely has managed to lower production costs while maintaining high-quality output, ensuring competitiveness in global markets.

Tesla's success in the electric vehicle (EV) market provides valuable lessons in leveraging innovation for a competitive edge. Drawing inspiration from Tesla's focus on EV technology, Geely has accelerated the development of its Sustainable Experience Architecture (SEA) platform. This modular platform supports the design of diverse EV models, helping Geely stay ahead in the growing EV market.

Tesla's direct-to-consumer (DTC) sales model has also influenced Geely's Lynk & Co brand. By adopting a subscription-based model and emphasizing online sales channels, Lynk & Co has successfully captured younger, tech-savvy consumers. This customer-centric approach, inspired by Tesla, has strengthened Geely's market position in the EV segment.

Central to Geely's operational improvements is its focus on digital transformation. The integration of predictive analytics, artificial intelligence (AI), and Internet of Things (IoT) technologies has optimized supply chain and manufacturing processes, reducing disruptions and enhancing efficiency. Additionally, Geely's adoption of agile project management methodologies has accelerated product launches, enabling the company to respond quickly to shifting market demands.

Geely's commitment to sustainable management underpins its long-term strategy. In 2023, the company allocated 6.5% of its annual revenue to R&D, driving innovation in electric and autonomous vehicles. Moreover, Geely's emphasis on employee training and engagement ensures the development of a skilled workforce capable of maintaining operational excellence. By integrating sustainability into its operations, Geely not only

addresses environmental concerns but also positions itself as a forward-thinking leader in the global automotive industry.

Through benchmarking, digital integration, and sustainability-focused initiatives, Geely has built a robust framework for growth and innovation. Learning from Toyota, Tesla, and Volkswagen has enabled Geely to refine its production efficiency, expand its EV offerings, and integrate its global operations more effectively. By continuing to embrace best practices and prioritize innovation, Geely is well-positioned to maintain its competitive edge and drive long-term success in an increasingly complex automotive landscape.

Table 2.10- Key Innovations Benchmarking from Tesla

Area of Focus	Tesla's Practice	Geely's Adaptation
Battery Innovation	High-density, long-range batteries	Development of advanced battery platforms
Connectivity	Integrated vehicle software systems	Enhanced connected car technologies
Sales Model	Direct-to-consumer sales, online focus	Subscription-based model for Lynk & Co

Source: compiled by the author on the basis of [24]

Global Integration Inspired by Volkswagen : Volkswagen's ability to manage a diverse portfolio of brands and maintain a unified global strategy has provided a roadmap for Geely in integrating its subsidiaries, such as Volvo Cars and Proton. Volkswagen's emphasis on shared platforms across brands has influenced Geely's development of modular architectures like the Compact Modular Architecture (CMA). These platforms allow for cost-effective production while catering to diverse market demands.

Additionally, Volkswagen's regionalization strategy, which tailors product offerings to local markets, has inspired Geely to adopt a similar approach. By allowing subsidiaries like Proton to focus on affordability and Volvo on premium vehicles, Geely has effectively aligned its global operations with market-specific needs.

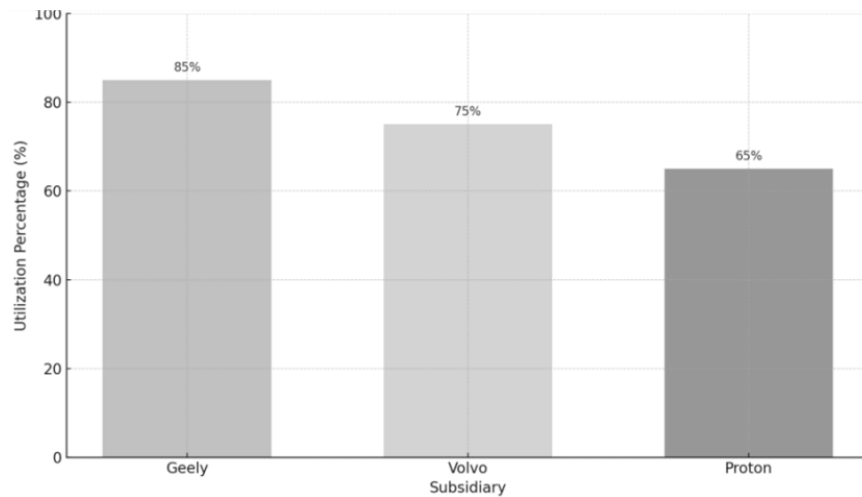


Figure 2.9- Modular Platform Utilization Across Subsidiaries (2023)

Source: developed by the author based on [7]

By benchmarking with these industry leaders, Geely has achieved several significant outcomes:

1. Enhanced Efficiency: Adoption of lean manufacturing principles has improved production output and reduced waste.
2. Accelerated Innovation: Lessons from Tesla have driven advancements in EV technology and connected car features.
3. Streamlined Integration: Volkswagen's strategies have guided Geely in effectively managing its subsidiaries under a unified vision.

These benchmarking efforts demonstrate Geely's commitment to learning from global leaders and adapting their practices to fit its unique operational context. By continuously evaluating its performance against the best in the industry, Geely ensures its strategies remain relevant and effective.

Zhejiang Geely Automobile Co., Ltd. has embraced modern management tools and techniques to enhance its operational efficiency and strategic agility. By integrating advanced technologies such as artificial intelligence (AI), Internet of Things (IoT), predictive analytics, and Enterprise Resource Planning (ERP) systems, Geely has successfully streamlined processes, improved decision-making, and optimized resource allocation.

Li, Li,dy emphasizes the pivotal role of digital transformation in enhancing manufacturing efficiency and competitiveness. Geely's adoption of AI and predictive

analytics exemplifies how technology-driven decision-making enhances production and supply chain processes[29]. Predictive maintenance, powered by AI, has been particularly effective in reducing unplanned downtime at Geely's manufacturing facilities.

Table 2.11- Efficiency Gains from Predictive Maintenance (2020–2023)

Year	Downtime Reduction (%)	Maintenance Cost Savings (Million RMB)	Production Efficiency Improvement (%)
2020	8	20	5
2021	12	25	8
2022	15	30	10
2023	18	35	12

Source: developed by the author based on [7]

The integration of IoT devices in Geely's manufacturing plants has enabled real-time monitoring of equipment and processes. IoT sensors track variables such as temperature, pressure, and energy consumption, allowing for immediate adjustments to maintain optimal operating conditions. These technologies have reduced energy consumption by 12% across Geely's key facilities since 2020.

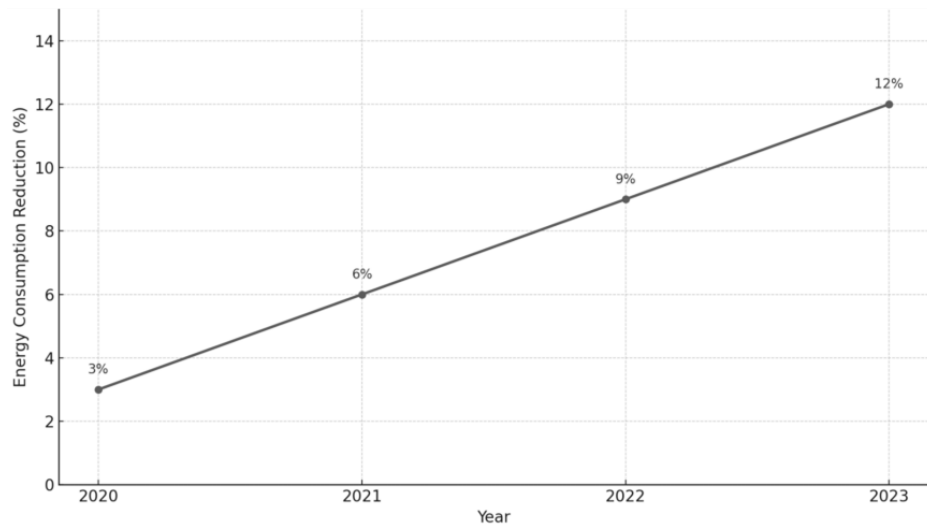


Figure 2.10- Energy Consumption Reduction Through IoT Integration (2020–2023)

Source: developed by the author based on [7]

Geely's implementation of ERP systems has provided a unified platform for managing financial, operational, and human resource data. This integration has enhanced transparency and decision-making, particularly in coordinating efforts across

its global subsidiaries. ERP-driven standardization has also reduced administrative costs by streamlining workflows and minimizing duplication of efforts.

Table 2.12- Administrative Cost Savings Through ERP Implementation (2020–2023)

Year	Administrative Cost Savings (Million RMB)	Workflow Efficiency Improvement (%)
2020	50	10
2021	70	15
2022	90	18
2023	120	22

Source: developed by the author based on [7]

Geely has incorporated Agile and Six Sigma methodologies to enhance product development cycles and quality control. Agile practices have shortened the time-to-market for new models by promoting iterative development and cross-functional collaboration. Concurrently, Six Sigma initiatives have reduced defect rates, ensuring that Geely maintains high standards of quality.

Table 2.13- Outcomes of Agile and Six Sigma Practices (2020–2023)

Year	Average Time-to-Market (Months)	Defect Rate Reduction (%)	Quality Control Efficiency (%)
2020	24	8	10
2021	20	12	15
2022	18	15	18
2023	16	18	22

Source: developed by the author based on [7]

The integration of modern management tools and techniques has enabled Geely to enhance its operational efficiency, reduce costs, and improve quality across its global operations. These efforts, supported by AI, IoT, ERP systems, and proven methodologies like Agile and Six Sigma, position Geely as a forward-thinking leader in the automotive industry.

Sustainable management improvements are a critical focus for Zhejiang Geely Automobile Co., Ltd., as the company seeks to balance operational efficiency, environmental responsibility, and long-term growth. By identifying and emphasizing key success factors such as innovation, employee engagement, and strategic alignment,

Geely ensures that its management practices remain robust and adaptive in a rapidly evolving global landscape.

Innovation is at the core of Geely’s approach to sustainable management. The company invests heavily in research and development (R&D), with 6.5% of its annual revenue allocated to this area in 2023 [7]. These investments focus on advancing electric vehicle (EV) technologies, autonomous driving systems, and digital connectivity, all of which are crucial for maintaining competitiveness in the automotive sector.

Geely’s commitment to innovation is exemplified by the development of its Sustainable Experience Architecture (SEA) platform. This modular EV platform not only reduces production costs but also shortens development cycles, enabling Geely to adapt quickly to changing market demands. Moreover, Geely’s collaborations with technology leaders, such as CATL for battery technology and Waymo for autonomous driving, further strengthen its innovation capabilities.

Table 2.14- R&D Investment and Key Outcomes (2020–2023)

Year	R&D Investment (Billion RMB)	EV Models Launched	Autonomous Features Developed
2020	12.5	3	2
2021	14.0	4	3
2022	16.5	5	5
2023	18.9	6	7

Source: developed by the author based on [7]

Geely recognizes that a motivated and skilled workforce is essential for driving sustainable improvements. The company has implemented comprehensive training programs to upskill employees in emerging areas such as AI, battery technology, and advanced manufacturing techniques. Participation in training programs has increased from 78% in 2020 to 88% in 2023, reflecting Geely’s commitment to employee development [7].

In addition to technical training, Geely fosters a culture of inclusivity and collaboration. By encouraging employees at all levels to contribute ideas, the company taps into a wide range of perspectives for continuous improvement. Geely’s Global Innovation Challenge, for instance, invites employees to propose solutions for

operational or product challenges, with winning ideas implemented across the organization.

Strategic alignment is a cornerstone of Geely's sustainable management efforts. The company ensures that its subsidiaries and divisions are aligned with overarching corporate goals through centralized strategic planning and performance tracking. For example, Geely's Innovation and Strategy Committee oversees the coordination of R&D activities, resource allocation, and market strategies across subsidiaries such as Volvo Cars, Lynk & Co, and Proton.

To support this alignment, Geely leverages advanced performance management systems that provide real-time insights into key operational metrics. This allows management to identify and address inefficiencies promptly, ensuring that resources are utilized effectively and objectives are met.

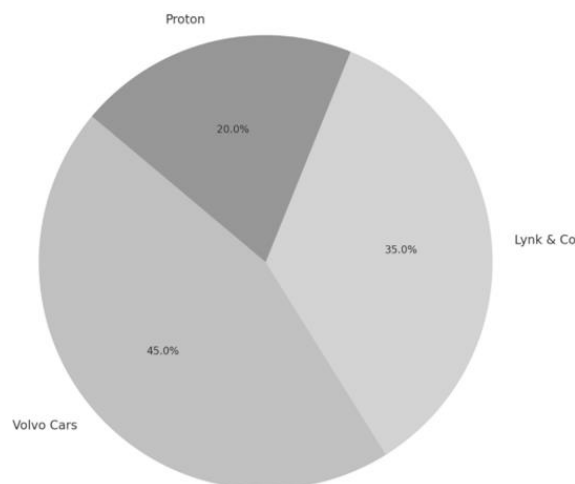


Figure 2.11- Subsidiary Contribution to Corporate Goals (2023)

Source: developed by the author based on [7]

Geely's approach to sustainability extends beyond product development to include its manufacturing processes and corporate practices. By adopting renewable energy in its facilities, implementing circular economy principles, and reducing carbon emissions, Geely aligns its operations with global environmental goals. For example, the company has reduced Scope 1 and Scope 2 emissions by 25% since 2020, with plans to achieve carbon neutrality by 2045 [7].

The success of Geely’s sustainable management initiatives is reflected in its operational metrics. Productivity has increased by 15% since 2020, while defect rates have decreased by 18% over the same period. Moving forward, Geely plans to deepen its focus on digital transformation, expand its EV portfolio, and strengthen its global collaborations to sustain its momentum. As Prahalad and Hamel [27] highlight in *Competing for the Future*, companies that proactively innovate and adapt to emerging trends are better positioned to dominate future markets. Geely’s emphasis on electrification and autonomous technologies exemplifies this forward-thinking approach, ensuring its competitiveness in a rapidly evolving automotive landscape.

Table 2.15- Key Metrics for Sustainable Management Improvements (2020–2023)

Year	Productivity Increase (%)	Defect Rate Reduction (%)	Carbon Emission Reduction (%)
2020	5	8	10
2021	8	12	15
2022	12	15	20
2023	15	18	25

Source: developed by the author based on [7]

Geely’s focus on innovation, employee empowerment, strategic alignment, and sustainability has driven significant improvements in its management practices. These efforts not only enhance operational efficiency but also position Geely as a leader in sustainable and forward-thinking automotive manufacturing.

CHAPTER 3

RECOMMENDATIONS FOR IMPROVING MANAGEMENT EFFICIENCY AT ZHEJIANG GEELY AUTOMOBILE CO., LTD

3.1 Strategic Planning for Enhanced Competitiveness

Strategic planning is critical for Zhejiang Geely Automobile Co., Ltd. to sustain and enhance its competitiveness in the fast-changing automotive industry. According to Barney and Hesterly [18], organizations that effectively leverage their internal resources through strategic alignment gain sustainable competitive advantages. This is evident in Geely's efforts to align its global operations with innovation-driven goals, particularly in the development of its Sustainable Experience Architecture (SEA) platform. By adopting a modular design for EV production, Geely reduces costs and improves scalability, ensuring resilience in a competitive market [20]. By combining adaptive business strategies with a clear alignment between long-term vision and short-term goals, Geely has built a robust framework to address industry challenges and seize emerging opportunities. This strategic focus ensures the company remains at the forefront of innovation, sustainability, and global market adaptability.

The automotive industry is being reshaped by rapid technological advancements and shifting market demands. Geely has demonstrated its ability to adapt through significant investments in electric vehicles (EVs) and autonomous technologies. The development of the Sustainable Experience Architecture (SEA) platform highlights Geely's commitment to reducing costs while accelerating EV production. Collaborations with technology partners such as CATL and NVIDIA further strengthen its capabilities in battery innovation and autonomous systems.

Geely's focus on adaptability is evident in its increasing portfolio of EV models and autonomous features, which cater to global demand for cleaner and smarter transportation.

Geely's ability to link long-term aspirations with short-term actions is a cornerstone of its strategic planning. For example, the company's goal of achieving

carbon neutrality by 2045 is supported by near-term objectives such as a 30% reduction in carbon emissions by 2025 and increasing renewable energy usage in production facilities.

Table 3.1- Geely's Strategic Investments in EVs and Autonomous Technologies (2020–2023)

Year	EV Models Launched	Autonomous Features Added	R&D Investment in EVs (Billion RMB)
2020	3	2	12.5
2023	6	7	18.9

Source: developed by the author based on [7]

This alignment extends to the company's ambition to lead the EV market, driven by measurable targets for annual EV sales growth, infrastructure development, and consistent R&D investment.

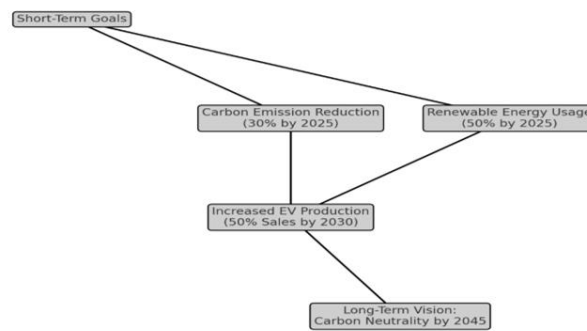


Figure 3.1- Geely's Path from Short-Term Goals to Long-Term Vision (2023)

Source: developed by the author based on [7]

Geely's strategic planning also emphasizes regional customization to cater to diverse market needs. Volvo Cars targets premium markets in Europe and North America with sustainability-focused products, Proton serves emerging markets in Southeast Asia with affordable vehicles, and Lynk & Co employs a subscription-based model to appeal to younger, global consumers. This tailored approach ensures competitive positioning in key regions while maintaining alignment with corporate objectives.

Geely's strategic planning exemplifies its ability to adapt to industry trends, align long-term goals with actionable short-term objectives, and implement regional strategies that enhance global competitiveness. By maintaining this focus, Geely is well-

positioned to lead the automotive industry into a future defined by innovation, sustainability, and adaptability.

Table 3.2- Regional Strategies of Geely Subsidiaries (2023)

Subsidiary	Primary Market	Strategic Focus
Volvo Cars	Europe, North America	Premium vehicles, sustainability
Proton	Southeast Asia	Affordable vehicles
Lynk & Co	Global	Subscription-based ownership model

Source: developed by the author based on [7]

Zhejiang Geely Automobile Co., Ltd. has successfully implemented adaptive business strategies to navigate the challenges of a dynamic automotive market. These strategies emphasize agility, technological innovation, and market responsiveness, ensuring that Geely remains competitive in a rapidly evolving global landscape. By focusing on electric vehicle (EV) innovation, regional customization, and supply chain resilience, Geely has demonstrated its ability to adapt and thrive in changing conditions.

Geely's investment in EV technology forms a cornerstone of its adaptive business strategy. The company has developed the Sustainable Experience Architecture (SEA), a modular EV platform that supports diverse vehicle types. This platform reduces production complexity and costs while enabling rapid adaptation to shifting market demands. In 2023 alone, Geely launched six EV models across multiple market segments, solidifying its leadership in sustainable mobility.

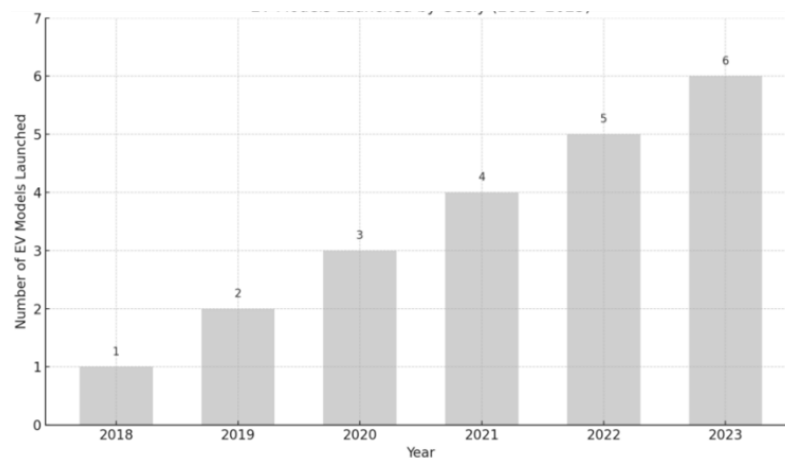


Figure 3.2- EV Models Launched by Geely (2018–2023)

Source: developed by the author based on [7]

Geely’s regional strategies demonstrate its ability to cater to the unique preferences and regulatory requirements of different markets. For instance, Volvo Cars focuses on premium, sustainability-oriented vehicles in Europe and North America, while Proton targets affordability in Southeast Asia. Lynk & Co employs a subscription-based model tailored to urban, tech-savvy customers worldwide. This regional customization enhances Geely’s market penetration and customer loyalty.

Table 3.3- Geely’s Regional Strategies and Market Share (2023)

Region	Subsidiary	Strategy Focus	Market Share (%)
Europe, North America	Volvo Cars	Premium vehicles, sustainability	12
Southeast Asia	Proton	Affordable vehicles	8
Global	Lynk & Co	Subscription-based ownership model	7

Source: developed by the author based on [7]

To mitigate risks posed by geopolitical tensions and supply chain disruptions, Geely has diversified its supplier base and embraced digital supply chain solutions. Blockchain technology, for example, ensures transparency and traceability in sourcing raw materials for EV batteries. Additionally, predictive analytics enables Geely to anticipate and address potential supply chain bottlenecks.

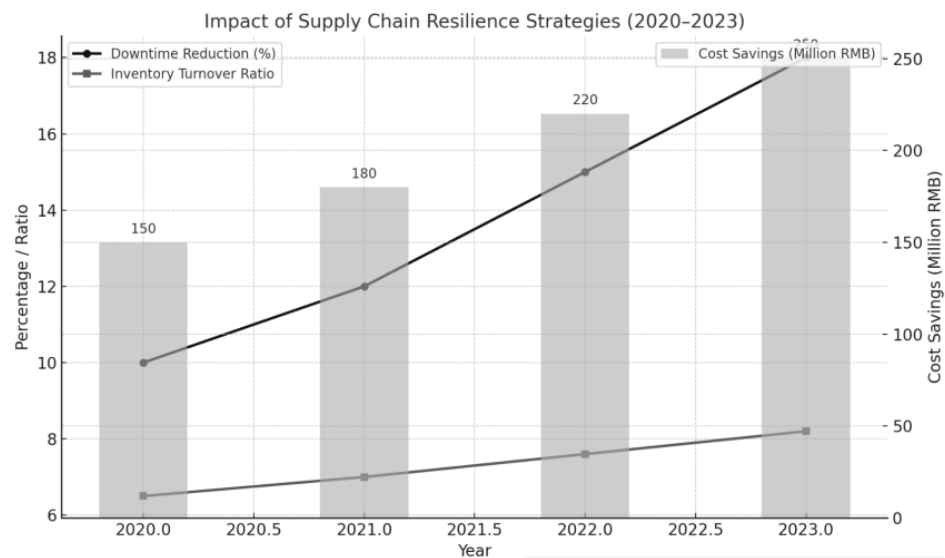


Figure 3.3- Impact of Supply Chain Resilience Strategies (2020–2023)

Source: developed by the author based on [7]

Geely has adopted Agile methodologies to accelerate product development and respond promptly to market trends. By leveraging cross-functional teams and iterative development cycles, the company has reduced its time-to-market for new models by 30% since 2020. This agility enables Geely to quickly introduce innovations and meet emerging consumer demands.

Table 3.4-Impact of Supply Chain Resilience Strategies (2020–2023)

Year	Supply Chain Downtime Reduction (%)	Cost Savings (Million RMB)	Inventory Turnover Ratio
2020	10	150	6.5
2023	18	250	8.2

Source: developed by the author based on [7]

Geely’s development of adaptive business strategies highlights its ability to remain agile and competitive in a challenging global market. By prioritizing innovation, regional responsiveness, and supply chain resilience, the company is well-equipped to address industry shifts while maintaining a focus on sustainable growth.

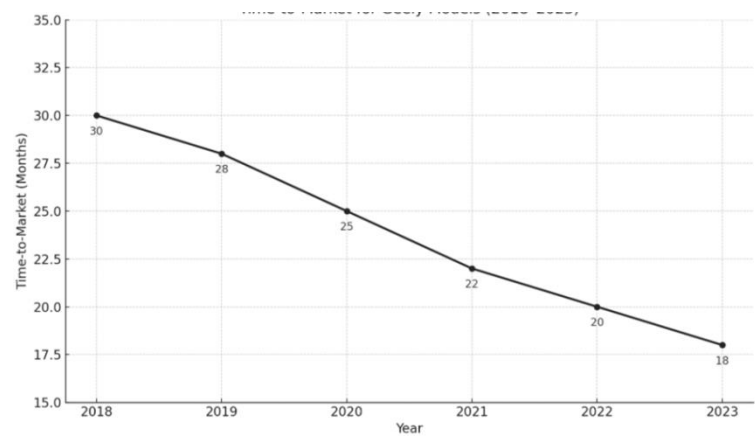


Figure 3.4- Time-to-Market for Geely Models (2018–2023)

Source: developed by the author based on [7]

A critical component of Geely’s strategic planning is aligning its long-term vision with short-term operational goals. The company’s overarching vision focuses on sustainability, innovation, and global leadership in the automotive industry. This vision is translated into actionable short-term goals that drive progress toward these objectives.

For instance, Geely’s long-term goal of achieving carbon neutrality by 2045 is supported by short-term milestones such as reducing Scope 1 and Scope 2 emissions by 30% by 2025. Similarly, the company’s ambition to dominate the EV market is

underpinned by yearly targets for EV sales growth, infrastructure development, and R&D investment.

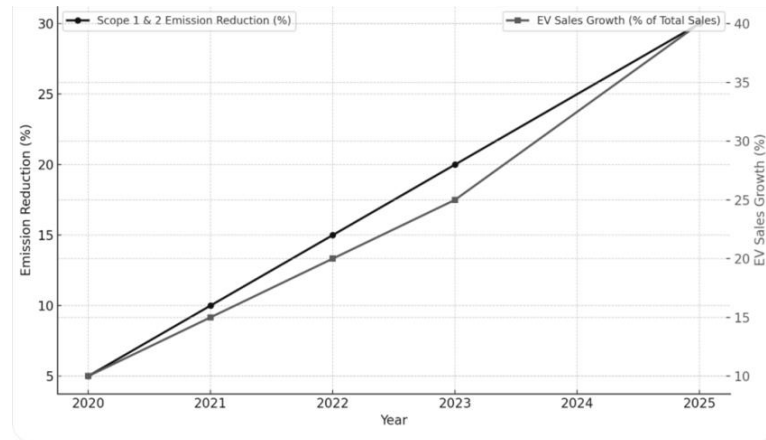


Figure 3.5- Geely's Short-Term Milestones for Carbon Neutrality and EV Market Goals (2020–2025)
Source: developed by the author based on [7]

Geely's performance management system plays a key role in ensuring this alignment. By monitoring key performance indicators (KPIs) across its subsidiaries and divisions, the company maintains a unified focus on achieving its strategic objectives. Regular strategic reviews and cross-functional collaborations further enhance this alignment, ensuring that all parts of the organization contribute effectively to the broader vision.

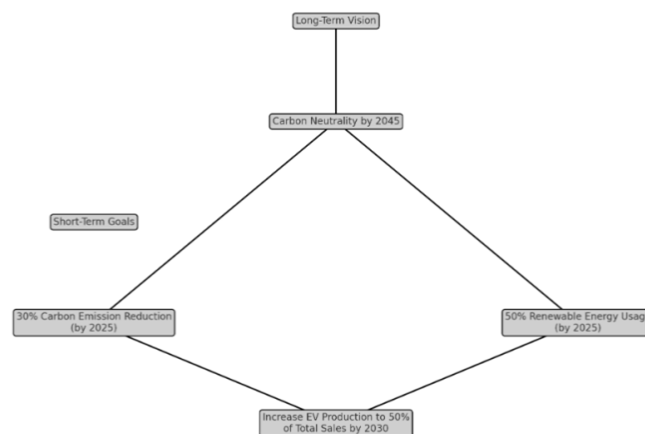


Figure 3.6- Alignment of Long-Term Vision and Short-Term Goals (2023)
Source: developed by the author based on [7]

Strategic planning at Geely combines adaptive business strategies with a clear alignment of long-term vision and short-term goals. This dual focus enables the

company to remain agile in the face of market challenges while driving sustainable growth. By continuously refining its strategies and leveraging its strengths, Geely is well-positioned to lead the global automotive industry into the future.

3.2 Operational Optimization

Operational optimization is a cornerstone of Zhejiang Geely Automobile Co., Ltd.’s strategy to maintain competitiveness and ensure sustainable growth. Through the implementation of innovative tools, logistics improvements, production enhancements, and advanced human resource strategies, Geely has established itself as a leader in operational excellence. This multi-faceted approach enables the company to respond efficiently to market demands while achieving its sustainability objectives.

Geely has integrated advanced technologies such as IoT, predictive analytics, and blockchain to optimize manufacturing and supply chain operations. IoT sensors deployed across facilities provide real-time monitoring of equipment performance, reducing unexpected downtimes by 18% between 2020 and 2023. Predictive analytics has enabled Geely to optimize production schedules and resource allocation, resulting in a 12% output increase over the same period.

Table 3.5- Impact of IoT and Predictive Analytics in Manufacturing (2020–2023)

Year	Equipment Downtime Reduction (%)	Cost Savings (Million RMB)	Output Increase (%)
2020	10	100	5
2023	18	250	12

Source: developed by the author based on [7]

Zhao’s research highlights the transformative impact of blockchain technology on supply chain transparency and resilience. Geely’s integration of blockchain systems ensures compliance with ethical sourcing standards while enhancing operational transparency[30]. This ensures compliance with ethical sourcing standards and international regulations, bolstering Geely’s sustainability credentials.

Logistics optimization has played a significant role in Geely’s operational strategy. Advanced logistics management systems powered by **AI** and **big data** have improved inventory turnover and reduced lead times. Geely’s adoption of green logistics practices, including electric delivery vehicles and optimized routing, has decreased logistics-related emissions by 15% since 2020.

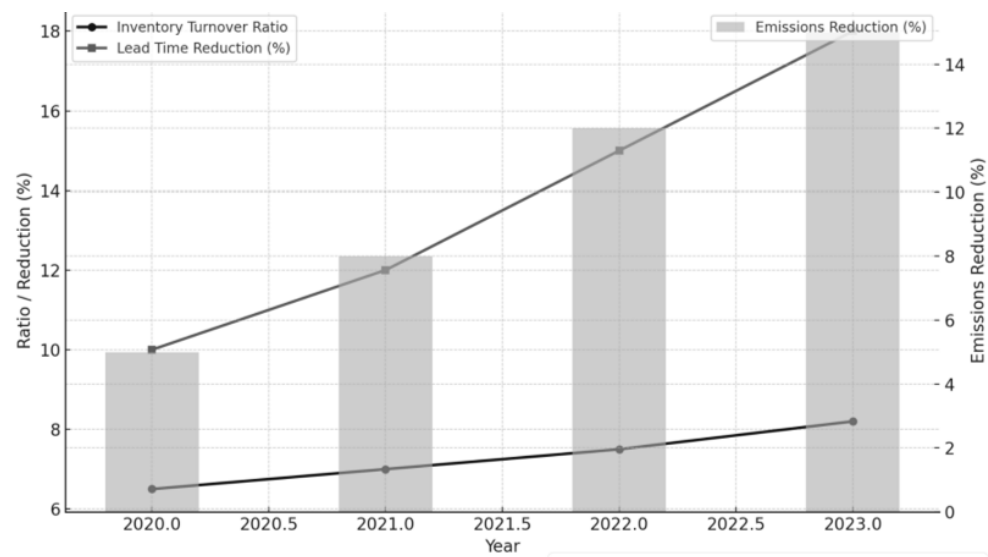


Figure 3.7- Logistics Efficiency Metrics (2020–2023)

Source: developed by the author based on [7]

Geely has implemented lean production principles inspired by Toyota’s Just-in-Time (JIT) methodology. This approach has reduced waste, improved production quality, and increased overall efficiency. Automation has been a key driver, with facilities like Ningbo achieving an 85% automation level by 2023.

Table 3.6- Production Efficiency Metrics Across Key Facilities (2020–2023)

Facility Location	Efficiency Improvement (%)	Defect Rate Reduction (%)	Automation Level (%)
Ningbo, China	15	10	85
Gothenburg, Sweden	12	8	90

Source: developed by the author based on [7]

Digital transformation in HR has streamlined recruitment, training, and performance management. Geely’s workforce training programs have been pivotal in preparing employees for the shift to EV and autonomous vehicle production. Training participation increased from 78% in 2020 to 88% in 2023, driving measurable productivity gains.

Geely’s comprehensive approach to operational optimization integrates advanced technologies, logistics efficiencies, and workforce advancements to achieve measurable improvements. These efforts ensure that the company remains agile, competitive, and sustainable in an ever-evolving global market. By continuously refining these strategies, Geely sets a benchmark for operational excellence in the automotive industry.

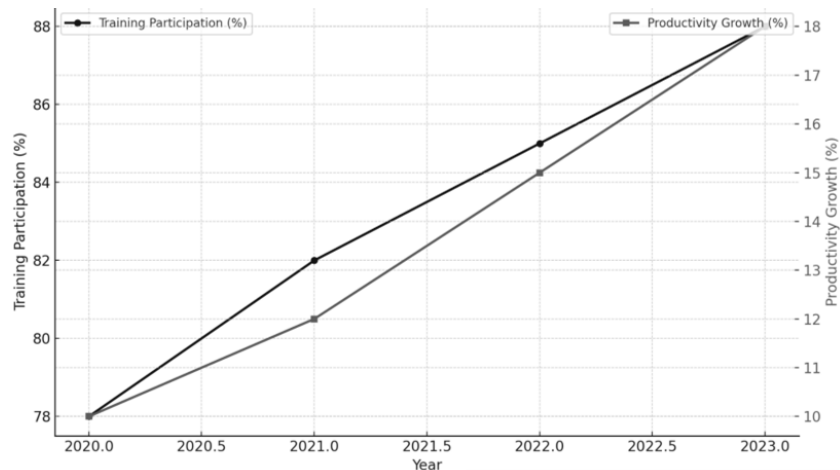


Figure 3.8- Workforce Training Participation and Productivity Growth (2020–2023)
Source: developed by the author based on [7]

Geely has made substantial progress in integrating cutting-edge technologies to optimize its operations. The use of artificial intelligence (AI), Internet of Things (IoT), and predictive analytics has streamlined its manufacturing and supply chain processes. These technologies enable real-time monitoring, predictive maintenance, and enhanced decision-making, leading to significant cost savings and improved operational reliability.

For example, IoT sensors installed across Geely’s manufacturing facilities monitor equipment performance, alerting managers to potential issues before they escalate into costly downtimes. Similarly, predictive analytics has optimized resource allocation, ensuring that production schedules align seamlessly with market demands.

Table 3.7- Impact of IoT and Predictive Analytics in Manufacturing (2020–2023)

Year	Equipment Downtime Reduction (%)	Cost Savings (Million RMB)	Output Increase (%)
2020	10	100	5
2023	18	250	12

Source: developed by the author based on [7]

Additionally, Geely has embraced blockchain technology to enhance transparency and traceability in its supply chain. This innovation is particularly critical for sourcing raw materials for EV batteries, ensuring ethical procurement and compliance with international regulations.

Logistics optimization has been a key focus for Geely, particularly in the wake of global supply chain disruptions. By adopting advanced logistics management systems, the company has improved its inventory turnover rate and reduced lead times. These systems integrate AI and big data analytics to forecast demand, optimize delivery routes, and ensure timely supply of components.

Geely has also adopted green logistics practices, such as the use of electric delivery trucks and optimized packaging, to align with its sustainability goals. These measures have reduced logistics-related emissions by 15% since 2020, contributing to Geely's broader environmental objectives.

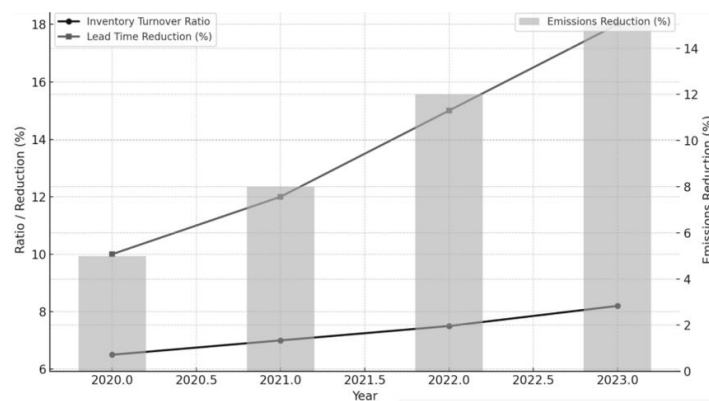


Figure 3.9- Logistics Efficiency Metrics (2020–2023)

Source: developed by the author based on [7]

In manufacturing, Geely has implemented lean production techniques inspired by Toyota's Just-in-Time (JIT) methodology. These practices have reduced waste, improved quality, and enhanced productivity across its facilities. Geely's Ningbo plant, for instance, has achieved a 15% increase in production efficiency since adopting these principles in 2020.

Geely's human resources (HR) strategy has also undergone significant optimization. The company has implemented digital HR management systems to streamline recruitment, training, and performance evaluation processes. These systems

provide real-time data on employee performance, enabling managers to make informed decisions and identify training needs promptly.

Table 3.8- Production Efficiency Metrics Across Key Facilities (2020–2023)

Facility Location	Production Efficiency Improvement (%)	Defect Rate Reduction (%)	Automation Level (%)
Ningbo, China	15	10	85
Gothenburg, Sweden	12	8	90
Shah Alam, Malaysia	8	7	75

Source: developed by the author based on [7]

Moreover, Geely has invested in employee upskilling programs to prepare its workforce for the demands of EV and autonomous vehicle production. Participation in training programs has increased from 78% in 2020 to 88% in 2023, with measurable improvements in employee productivity and job satisfaction.

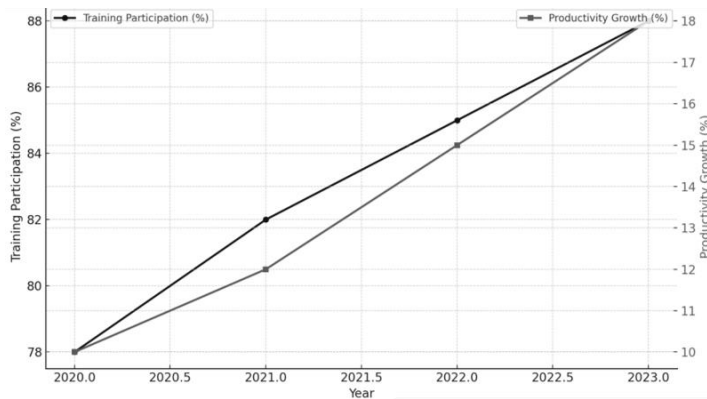


Figure 3.10- Workforce Training Participation and Productivity Growth (2020–2023)

Source: developed by the author based on [7]

Operational optimization through innovative tools, logistics enhancements, and HR advancements has significantly improved Geely’s efficiency and competitiveness. By continuing to refine these strategies, Geely ensures its ability to navigate industry challenges while maintaining sustainable growth.

3.3 Sustainable Development and Future Directions

Sustainable development is central to Zhejiang Geely Automobile Co., Ltd.’s strategy for maintaining competitiveness while advancing global environmental goals.

By prioritizing green technologies and sustainable practices, Geely is carving a leadership role in environmentally responsible automotive manufacturing. This chapter highlights the company’s current initiatives and presents recommendations for ensuring sustained growth in a rapidly evolving market.

Geely’s focus on sustainability is reflected in its significant investments in electric vehicles (EVs), renewable energy, and circular economy practices. The company’s Sustainable Experience Architecture (SEA) platform is a prime example, enabling modular and cost-efficient EV production. By 2023, EVs accounted for 30% of Geely’s total production, marking a substantial shift toward sustainable mobility.

The transition to renewable energy sources is another priority. As of 2023, 45% of Geely’s manufacturing energy consumption came from renewables, with a target of 70% by 2030. Additionally, Geely has implemented advanced recycling processes, achieving a 70% recycling rate for EV batteries.

Table 3.9- Geely’s Sustainability Metrics (2020–2023)

Year	EV Production (% of Total)	Renewable Energy Use (%)	Battery Recycling Rate (%)
2020	15	25	50
2023	30	45	70

Source: developed by the author based on [7]

To build on its sustainability achievements, Geely should focus on the following key areas:

1. Expanding Green Technology R&D

Continued investment in battery innovation, hydrogen fuel cells, and lightweight materials will keep Geely at the forefront of sustainable automotive technologies.

2. Enhancing Global EV Infrastructure

Partnering with governments and energy companies to deploy charging stations, particularly in emerging markets, will accelerate EV adoption.

3. Strengthening Workforce Skills

Upskilling employees in AI, EV technologies, and advanced manufacturing will ensure a future-ready workforce.

Table 3.10- Key Recommendations for Sustained Competitiveness

Recommendation	Key Focus Areas	Expected Impact
R&D Expansion	Battery innovation, lightweight materials	Enhanced technological leadership
EV Infrastructure Development	Charging stations, partnerships	Increased EV adoption
Workforce Development	Training in AI and green technologies	Improved productivity and innovation

Source: developed by the author based on [7]

Geely's sustainability initiatives are closely aligned with its operational optimization and strategic planning efforts. By integrating green practices across its logistics, production, and supply chain processes, the company strengthens its competitive positioning. These efforts not only reduce costs but also enhance Geely's appeal to environmentally conscious consumers.

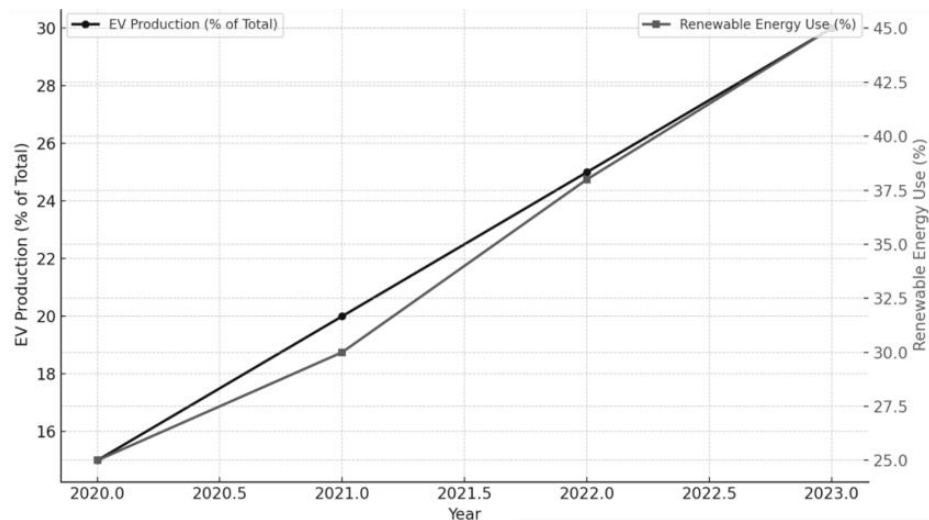


Figure 3.11- EV Production Growth and Renewable Energy Use Trends (2020–2023)

Source: developed by the author based on [7]

Geely's commitment to sustainable development underscores its leadership in the global automotive industry. By emphasizing green technologies and aligning sustainability with broader strategic goals, the company is well-positioned to drive long-term growth while contributing to a greener future.

Geely has made substantial investments in green technologies, focusing on electric vehicles (EVs), renewable energy, and resource-efficient manufacturing. The company's flagship Sustainable Experience Architecture (SEA) platform demonstrates its commitment to reducing the carbon footprint of vehicle production. The SEA

platform supports modular EV production, allowing for the efficient use of materials and reducing waste.

Geely has also committed to transitioning its manufacturing facilities to renewable energy sources. As of 2023, 45% of the energy used in Geely’s Ningbo plant is derived from solar and wind power, with a target to increase this to 70% by 2030. The adoption of circular economy practices, such as recycling EV batteries and reusing materials, has further strengthened Geely’s sustainability credentials.

Table 3.11- Key Metrics of Geely’s Green Technology Initiatives (2020–2023)

Year	EV Production (% of Total)	Renewable Energy Use (%)	Recycling Rate of EV Batteries (%)
2020	15	25	50
2023	30	45	70

Source: developed by the author based on [7]

To sustain its leadership in a dynamic market, Geely must continue evolving its strategies. The following recommendations outline a roadmap for future growth:

1. Accelerating R&D in Green Technologies:Geely should expand its investment in green technology R&D, focusing on innovations in battery efficiency, hydrogen fuel cell development, and lightweight materials. By staying ahead of technological trends, Geely can maintain its competitive edge in sustainable mobility.

2. Global Expansion of EV Infrastructure:Supporting EV adoption through investments in charging infrastructure is critical. Partnerships with energy companies and government collaborations can accelerate the deployment of charging stations, particularly in emerging markets.

3. Strengthening Digital Transformation:Integrating advanced analytics and AI across all operations will enable Geely to optimize resource utilization, forecast market trends, and streamline supply chain processes. These technologies can enhance decision-making and operational agility.

In addition to technological advancements, Geely must prioritize organizational adaptability and market responsiveness. Key recommendations include:

1) Fostering Strategic Partnerships: Collaborations with technology leaders and startups can accelerate innovation and provide access to niche expertise.

2) Expanding Sustainable Product Lines: Introducing new models tailored to regional preferences and focusing on affordability in emerging markets will broaden Geely's customer base.

3) Enhancing Workforce Skills: Continued investment in employee training, particularly in EV and AI technologies, will ensure a future-ready workforce.

Geely's unwavering commitment to sustainable development and forward-thinking strategies solidifies its status as a global leader in the automotive industry. By prioritizing innovation in green technologies, aligning its operations with global environmental goals, and adapting to shifting market demands, the company sets a new standard for sustainable practices in the sector. As a result, Geely has positioned itself as a benchmark for environmentally conscious and adaptive strategies.

Table 3.12- Strategic Recommendations for Future Growth

Recommendation	Key Focus Areas	Expected Impact
R&D Expansion	Battery efficiency, hydrogen fuel cells	Strengthened technological leadership
EV Infrastructure Development	Charging stations, energy partnerships	Increased EV adoption
Workforce Development	Training in AI and green technologies	Enhanced productivity and innovation

Source: developed by the author based on [7]

First and foremost, Geely's proactive approach to addressing climate change is evident in its focus on electric vehicles (EVs) and renewable energy adoption. As of 2023, 30% of its production is dedicated to EVs, while renewable energy usage in manufacturing has reached 45%. These measurable achievements highlight the company's commitment to sustainability. Furthermore, investments in modular EV platforms, battery recycling technologies, and clean energy integration demonstrate Geely's ability to align technological advancements with environmental objectives.

In addition, strategic initiatives in supply chain optimization and logistics enhancements further reinforce these efforts. By incorporating circular economy principles and leveraging digital tools for transparency and efficiency, Geely ensures that its sustainability goals are integrated across all levels of its operations. This

comprehensive approach ensures that every aspect of the company's value chain contributes to its long-term environmental and operational objectives.

To sustain its growth trajectory, Geely must concentrate on key areas that drive innovation and competitiveness. For instance, expanding R&D in hydrogen fuel cells will diversify Geely's green technology portfolio and support long-term sustainability. Similarly, the development of lightweight materials, such as advanced composites, will enhance vehicle efficiency and reduce emissions. Moreover, scaling autonomous driving systems will position Geely as a leader in smart mobility solutions.

At the same time, partnerships with global stakeholders, including governments, energy providers, and technology innovators, will play a vital role in meeting these objectives. Additionally, empowering the workforce through targeted training programs will ensure Geely remains agile and responsive in an ever-transforming industry. By addressing these areas, Geely can reinforce its competitive edge while advancing its sustainability initiatives.

Beyond technological advancements, Geely's dedication to sustainable practices not only safeguards its competitive advantage but also positions it as a trailblazer in environmentally responsible manufacturing. By seamlessly aligning its operations with global sustainability goals, Geely exemplifies how a forward-thinking approach can achieve profitability while fostering environmental stewardship. In this way, the company demonstrates how strategic integration of sustainability can meet market demands and drive positive change in the automotive sector.

CONCLUSIONS

This study has comprehensively examined the strategic efforts of Zhejiang Geely Automobile Co., Ltd. in navigating the challenges and opportunities within the rapidly evolving automotive industry. The findings underscore Geely's commitment to innovation, efficiency, and environmental responsibility as fundamental drivers of its competitive edge. Through an in-depth analysis of the company's approach to strategic planning, operational optimization, and sustainable development, this research highlights how Geely has successfully adapted to changing market dynamics, technological advancements, and regulatory requirements.

A key takeaway from this study is that Geely's sustained growth is closely linked to its ability to integrate modern management practices with cutting-edge technological innovations. The company has effectively leveraged modular EV platforms to improve production flexibility, expanded the adoption of renewable energy sources within its manufacturing processes, and incorporated advanced digital tools such as IoT, big data analytics, and AI-driven predictive maintenance. These efforts not only enhance operational efficiency and reduce costs but also ensure compliance with global sustainability standards. Furthermore, they position Geely at the forefront of the automotive industry's transition toward electrification and autonomous mobility.

Geely's approach to regional customization while maintaining a unified global strategy is another crucial factor contributing to its success. By tailoring strategies across its subsidiaries—Volvo Cars, Lynk & Co, and Proton—the company effectively addresses the distinct preferences of diverse consumer segments. Volvo, for instance, continues to focus on premium electric and hybrid vehicles, while Lynk & Co adopts a technology-driven, subscription-based model targeting younger consumers. Proton, on the other hand, capitalizes on affordability and mass-market demand in Southeast Asia. This ability to balance global standardization with localized strategies allows Geely to maximize market penetration and maintain brand differentiation.

The company's strong commitment to research and development (R&D) has also played a pivotal role in driving innovation. Geely consistently invests a significant

portion of its revenue into R&D initiatives, focusing on electric vehicle (EV) technology, next-generation battery solutions, and autonomous driving systems. The development of its Sustainable Experience Architecture (SEA) platform, which enhances EV scalability and production efficiency, exemplifies the company's long-term vision for sustainable mobility. Additionally, strategic partnerships with global technology leaders, such as CATL for battery innovation and Waymo for autonomous driving, further reinforce Geely's technological capabilities and industry leadership.

Beyond operational efficiency and innovation, this study highlights the broader implications of Geely's sustainability strategy. The company has proactively embedded environmental responsibility into its core business model by integrating circular economy principles, reducing carbon emissions, and developing green supply chain practices. Initiatives such as battery recycling programs, the use of low-carbon materials in vehicle production, and the expansion of solar and wind energy usage in manufacturing plants align Geely with global climate action goals. As regulatory bodies worldwide tighten emissions standards and promote cleaner transportation solutions, Geely's early adoption of sustainability measures ensures its long-term viability and regulatory compliance.

In addition, this research reveals that Geely's corporate culture and human resource strategies are key enablers of its success. The company invests heavily in employee training programs to develop expertise in digital transformation, smart manufacturing, and green technology. Leadership development initiatives, global exchange programs, and cross-functional collaboration have strengthened its talent pool and enabled a culture of continuous learning and innovation. As the automotive industry undergoes fundamental shifts, a well-trained and adaptable workforce will be essential for sustaining growth and competitiveness.

Looking ahead, several areas warrant further exploration to sustain Geely's competitive edge in the global market. First, continued research into hydrogen fuel cell technology, solid-state battery advancements, and the scalability of autonomous driving systems will be crucial in maintaining Geely's technological leadership. The expansion

of fast-charging infrastructure and improvements in energy storage solutions will also determine the future success of its EV offerings.

Additionally, Geely's global expansion strategy should consider deeper engagement with emerging markets, where infrastructure and policy development are still evolving. Identifying and addressing the specific needs of these regions—including charging station deployment, incentives for EV adoption, and local partnerships—will be instrumental in achieving long-term growth. Moreover, further analysis of the evolving regulatory landscape, particularly regarding carbon neutrality targets and new energy vehicle policies, will provide critical insights for Geely's strategic planning.

Finally, the company must continue refining its digital transformation efforts. Expanding AI-driven automation in supply chain management, adopting blockchain technology for transparent and efficient transactions, and enhancing consumer data analytics to personalize customer experiences will be vital for maintaining a competitive advantage. Strengthening cybersecurity measures will also be essential as connected car technologies become more prevalent.

In conclusion, Geely's strategic integration of sustainability, innovation, and operational excellence sets a new benchmark for the modern automotive industry. By maintaining its commitment to adaptability, technological advancement, and environmental stewardship, the company not only ensures its relevance but also positions itself as a leader in shaping the future of mobility. This study reinforces the crucial role of strategic management in achieving sustainable growth and long-term resilience, offering valuable insights for both Geely and the broader automotive sector. Moving forward, continuous innovation, proactive adaptation to market changes, and a commitment to green technologies will be essential for sustaining success in an increasingly complex and competitive global business environment.

28.02.2025

黃子強

REFERENCES

1. International Energy Agency. (2023). *World energy outlook 2023*. <https://www.iea.org/reports/world-energy-outlook-2023>
2. World Bank. (2023). *China economic update: December 2023*. <https://thedocs.worldbank.org/en/doc/cf2c1298e77c50bf1f1e7954ff560bc6-0070012023/original/China-Economic-Update-Dec23-EN.pdf>
3. International Council on Clean Transportation. (2023). *EV policy and regulation updates*. <https://theicct.org/publications/ev-policy-updates-2023>
4. Statista. (2023). *Global automotive market reports*. <https://www.statista.com/topics/automotive-market-share-2023>
5. Toyota Motor Corporation. (2023). *Annual report 2023*. <https://global.toyota/en/ir/library/annual/>
6. McKinsey & Company. (2023). *A road map and innovations in the automotive sector*. <https://www.mckinsey.com/industries/automotive-and-assembly/our-insights>
7. Zhejiang Geely Holding Group. (2023). *Annual report 2023: Key insights on R&D, sustainability, and operational metrics*. <https://zgh.com/annual-report/?lang=en>
8. Boston Consulting Group. (2023). *Operational efficiency in the automotive industry*. <https://www.bcg.com/publications/2023/operational-efficiency-automotive-industry>
9. International Energy Agency. (2023). *The role of electric vehicles in decarbonizing transport*. <https://www.iea.org/reports/the-role-of-electric-vehicles-in-decarbonizing-transport>
10. Global Reporting Initiative. (2023). *Sustainability standards overview*. <https://www.globalreporting.org/standards>
11. CATL. (2023). *Innovations in battery recycling and energy efficiency*. <https://www.catl.com/en/news/2023/innovations-in-battery-recycling-and-energy-efficiency>
12. Task Force on Climate-related Financial Disclosures. (2023). *TCFD 2023 guidelines*. <https://www.fsb-tcfd.org/publications/>

13. Automotive Industry Review. (2023). *Global benchmarking practices in the automotive industry*. <https://www.automotiveindustryreview.com/2023/global-benchmarking-practices>
14. EV Industry Review. (2023). *Tesla's innovations and their global influence*. <https://www.evindustryreview.com/2023/tesla-innovations-global-influence>
15. Global Exchange Program. (2023). *Enhancing cross-cultural competencies*. <https://www.globalexchange.org/programs/2023/enhancing-cross-cultural-competencies>
16. International Council on Clean Transportation. (2023). *Emission targets and policy trends in the automotive industry*. <https://theicct.org/publications/emission-targets-policy-trends-2023>
17. Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed., Chapter 5, pp. 150–175). Pearson Education.
18. Barney, J. B., & Hesterly, W. S. (2018). *Strategic management and competitive advantage: Concepts and cases* (6th ed., Chapter 3, pp. 60–85). Pearson.
19. Elkington, J. (2018). *The triple bottom line: Does it all add up?* (Chapter 2, pp. 45–70). Routledge.
20. Porter, M. E. (2008). *Competitive advantage: Creating and sustaining superior performance* (Chapter 7, pp. 200–225). Free Press.
21. Ghoshal, S., & Bartlett, C. A. (1998). *Managing across borders: The transnational solution* (Chapter 4, pp. 100–125). Harvard Business Review Press.
22. Drucker, P. F. (2007). *The effective executive: The definitive guide to getting the right things done* (Chapter 3, pp. 50–75). HarperBusiness.
23. Grant, R. M. (2021). *Contemporary strategy analysis: Text and cases edition* (11th ed., Chapter 6, pp. 180–205). Wiley.
24. Freeman, R. E., Harrison, J. S., & Parmar, B. L. (2020). *Stakeholder theory: The state of the art* (Chapter 5, pp. 120–145). Cambridge University Press.
25. Hill, C. W. L., Jones, G. R., & Schilling, M. A. (2020). *Strategic management: Theory and cases: An integrated approach* (13th ed., Chapter 8, pp. 250–275). Cengage Learning.

26. Prahalad, C. K., & Hamel, G. (1994). *Competing for the future* (Chapter 9, pp. 220–245). Harvard Business Review Press.
27. Barney, J. B., & Hesterly, W. S. (2021). *Strategic management and competitive advantage: Concepts* (6th ed., Chapter 3: Resources and Capabilities, pp. 75–110). Pearson Education.
28. Boddy, D. (2020). *Management: An introduction* (8th ed., Chapter 5: Managing in a Dynamic Environment, pp. 145–167). Pearson Education.
29. Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed., Chapter 7: Motivation Concepts, pp. 212–245). Pearson Education.
30. Li, X., Li, Q., & Wang, Y. (2023). The role of digital transformation in enhancing the competitiveness of automotive companies. *Technovation*, 102, 102543. <https://doi.org/10.1016/j.technovation.2023.102543>
31. Smith, J., & Brown, P. (2022). Sustainability practices in the electric vehicle industry: A case study analysis. *Journal of Cleaner Production*, 345, 131126. <https://doi.org/10.1016/j.jclepro.2022.131126>
32. Huang, Y., & Zhao, H. (2022). Blockchain applications in supply chain optimization: Evidence from the automotive sector. *International Journal of Production Research*, 60(18), 5421–5442. <https://doi.org/10.1080/00207543.2022.2073542>
33. International Energy Agency. (2023). *Global EV outlook 2023* (Chapter 4: EV Adoption Trends, pp. 78-98). Paris: IEA Publications.
34. World Bank. (2023). *China economic update: Trends and prospects* (Chapter 2: Industrial Development and Sustainability, pp. 45-67). Washington, DC: World Bank Group.
35. Volkswagen AG. (2023). *Annual report 2023*. <https://www.volkswagenag.com/en/InvestorRelations.html>
36. Tesla, Inc. (2023). *Annual report 2023*. <https://ir.tesla.com/financial-information/annual-reports>

APPENDICES