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telecommunication sector**

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student of

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TASK

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This paper explores strategies for improving employee efficiency within organizations, using Huawei Technologies Co., Ltd. as a case study. In the context of rapid technological advancements and a highly competitive market, enhancing employee performance is crucial for sustaining organizational success. This study examines Huawei's human resource management practices, including talent acquisition, training and development, and performance evaluation systems, to identify key factors contributing to employee efficiency.

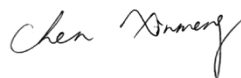
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SUMMARY

Cheng Xinmeng. Administrative management of e-commerce in the telecommunication sector.

Master's thesis in Management, EP «Administrative Management» SNAU,
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With the global economy evolving, enterprise competitiveness remains a key challenge linked to effective management strategies. This study examines "competition," "enterprise competitiveness," "product competitiveness," and "quality competitiveness," identifying key influencing factors and establishing a methodological assessment framework.

Using principal component analysis in SPSS19.0, the research evaluates the competitiveness of agricultural enterprises in Henan Province. By refining competitiveness indicators, it highlights critical product parameters for business performance.

Through data collection and analysis, the study calculates enterprise competitiveness using key business evaluation metrics. It proposes strategies to enhance product competitiveness, improve production efficiency, and assess agricultural enterprises. The findings confirm that product quality and management innovation drive enterprise competitiveness in a dynamic market.

Keywords: *competitiveness, enterprise competitiveness, factors of competitiveness, product quality, quality management, digital transformation tools.*

АНОТАЦІЯ

Чен Сінмень. Адміністративне управління електронною комерцією в телекомунікаційному секторі

Магістерська робота зі спеціальності 073 «Менеджмент», ОП «Адміністративний менеджмент» СНАУ, Суми-2025 р. – Рукопис.

З розвитком глобальної економіки підвищення конкурентоспроможності підприємств є важливим завданням, пов'язаним з ефективними управлінськими стратегіями. Це дослідження аналізує поняття «конкуренція», «конкурентоспроможність підприємства», «конкурентоспроможність продукції» та «конкурентоспроможність якості», визначає ключові фактори впливу і методологію оцінки.

Застосовуючи метод головних компонентів в SPSS19.0, оцінюється конкурентоспроможність сільськогосподарських підприємств провінції Хенань, удосконалюються показники для покращення продуктивності бізнесу.

Дослідження пропонує стратегії для підвищення конкурентоспроможності продукції та ефективності виробництва. Результати підтверджують, що якість продукції та інновації в управлінні є основними факторами для підвищення конкурентоспроможності підприємств.

Ключові слова: конкурентоспроможність, конкурентоспроможність підприємств, фактори конкурентоспроможності, якість продукції, управління якістю, засоби інформатизації.

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INTRODUCTION

Relevance of the topic. Digitization in today's world is a topical process that concerns the sphere of human activity. In the age of mass production of high technologies in people's lives, digitalization is becoming not only a way to increase efficiency and achieve maximum convenience, but also simply a necessary factor that ensures the constant development needed to maintain competition. This process means the introduction of high technology in existing facilities, as well as the creation of completely new products in digital form. The global use of digital technologies and their rapid development imply serious transformations in all spheres of human activity, which will significantly affect the competitive advantages of certain countries. Many works of domestic and foreign scientists are devoted to the identification of the essence of the digital economy and its impact on the competitiveness of countries. However, at present the issues of determining country's place in the world market of digital technologies and assessing its potential competitive opportunities remain unresolved. First of all, we must use digital technology to enhance the competitiveness of enterprises. This principle is relatively simple. More mature countries, such as successful companies in various countries, are striving to develop increasingly technology-intensive product processes. This can offset the disadvantage of high cost.

The purpose and objectives of the study. The purpose of the work is in the development of the main theoretical and methodological provisions of the improvement and perspectives of digital technologies in enterprise management, in

the development on this basis of scientific and practical recommendations for improving digital technologies in enterprise management system.

To achieve this goal it is necessary to solve the following tasks:

- 1) this paper analyzes and defines the two categories of "digital technology" and "enterprise management" theoretically and defines the concepts;
- 2) it lists the factors that digital technology can help and improve enterprise management;
- 3) determine the development status and main development direction of major enterprises
- 4) the application of digital technology in enterprise management is generally evaluated;
- 5) analyze and ensure the effectiveness of digital technology in enterprise management;
- 6) determine the organizational and economic measures to improve digital technology in enterprise management;
- 7) evaluate the importance of improving digital technology in enterprise management
- 8) to formulate and promote the use of information technology tools to implement the measures of enterprise recommendations.

The object of study is there is a definition of the basic methods and stages of improvement of digital technologies in enterprise management.

The subject of research is theoretical and practical aspects of developing ways to improve of digital technologies in enterprise management on the example of Henan province small and medium enterprises.

Research methods: logical generalization and comparison - clarifying and simplifying the concepts of digital technology and enterprise management; expert evaluation, statistical analysis, data grouping and summary - research on enterprise market situation, identification and development of digital technology; factor comprehensive analysis - the method of improving efficiency and productivity by applying digital technology in management; economic mathematical modeling competitiveness model analysis.

The database includes scientific research achievements of scientists at home and abroad in problem areas, national statistical report data, world statistical report data, publication of official and scientific journals, report information of enterprise manufacturers, and information of international and Chinese science time conferences.

The scientific novelty of the results. The terms for determining its scientific novelty and submitting it for protection are as follows:

received further development: the concept and characteristics of enterprise informatization: the construction of enterprise informatization refers to the deployment of computer technology to improve the production and operation efficiency of the enterprise, reduce operational risks and costs, thereby improving the overall management level of the enterprise and the ability of continuous operation. Based on computer network technology, with the development of

management application software as the core, establish an enterprise management information system. It can be seen that the application of digital technology must be based on network and information technology.

improved: one of the most important aspects of using computer technology to manage an enterprise is that the computer technology management of the enterprise cannot affect the information security of the enterprise; the enterprise must give full play to the role of computer technology in enterprise management when using computer technology management; accelerate the construction of application platforms; accelerate the construction of "smart agriculture" and use big data and cloud computing technology to realize the sharing of agricultural information resources.

The practical significance of the results is: It can be used as the basis for further research on the theory, method and practice of enterprise informatization, and it can also be used as the basis for the achievement of a stable position of digital technology in enterprise management. The application of research results in enterprise informatization has been confirmed.

Personal Achievements: The results of the study presented in this Master's thesis are independent developments and recommendations formulated by the author. Comprehensive analysis of enterprise efficiency and competitiveness, with a particular focus on corporate performance management and strategic development. The research resulted in the publication of six scientific papers, addressing key aspects of human resource management, business model innovation, and organizational efficiency. The findings contribute to the academic discourse on

competitive advantage and provide practical recommendations for enhancing enterprise performance in dynamic market environments

The structure and scope of work. Qualification work consists of an introduction, three chapters, conclusions and suggestions, a list of references, which consists of 70 titles. The main text is placed on 106 pages of computer text, the work contains 5 tables, 10 figures.

CHAPTER 1

THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF COMPETITIVENESS IN THE ENTERPRISE

In today's globalized economy, enterprise competitiveness is a key driver for achieving long-term success. A firm's ability to thrive in dynamic markets depends on its ability to innovate, optimize its resources and manage its internal operations effectively [1]. Competitiveness has shifted from a static concept that used to focus solely on cost advantages to a multidimensional and dynamic process that requires companies to constantly adapt to external and internal changes in order to ensure growth and market leadership [2]. Against the backdrop of global digital transformation, the telecom industry is facing tremendous changes and opportunities³. With the rapid spread of e-commerce, telecom companies are increasingly moving their products and services to online platforms to improve customer experience and market competitiveness[4,5]. Huawei, as a leading global information and communication technology (ICT) solution provider, expands its products and services to the global market through its e-commerce platform to enhance customer experience and market competitiveness[6]. Taking Huawei as an example, this paper discusses its administrative management practices in the field of telecom e-commerce, analyzes its management status quo and challenges, and proposes optimization strategies to help the company better cope with future digital challenges and achieve business growth[7].

Administrative management is a multilevel discipline that underpins the effective functioning of an organization, balancing strategic coherence, structural order, and adaptability[8]. The origin of the term “administrative management” can be traced back to the late 19th and early 20th centuries, when industrialization drove the growth of large-scale enterprises and the complexity of management increased [9]. While the term “management” traditionally referred to a wide range of activities necessary for the day-to-day running of a business, “administration” introduced a more systematic and standardized element [10]. The systematization of the name is largely attributed to Henri Fayol, who is considered one of the founders of modern management theory. Fayol proposed five major management functions-planning, organizing, leading, coordinating, and controlling-to systematize these functions into a business management framework [9]. He believed that by performing these functions, he could standardize the operations of the firm and increase efficiency and productivity [11]. This approach to management was known as "executive management" due to its focus on the systematic and structured management of the enterprise, rather than just production or operations. [12].

Table 1.1 - Core Management Essentials

Aspect	Description
Strategic Planning	Aligns organizational objectives with resources and ensures long-term goals are defined.
Organizational Structure	Establishes the hierarchy, workflows, and formal processes to achieve order and efficiency
Resource Optimization	Allocates human, financial, and physical resources effectively to support operational goals.
Adaptability	Facilitates the organization's ability to respond to internal and external changes.
Continuous Improvement	Engages in monitoring and refining processes to enhance productivity and performance

Source: generated by the author

As management theory evolved, Max Weber's "hierarchical theory" further deepened the concept of administration. He suggested that management must rely on clear rules and hierarchical structures to ensure organizational stability and predictable decision-making. Since then, "executive management" has been used to refer to a management approach that focuses on systematic and disciplined processes to help companies operate effectively and achieve their goals.

This theory has been further enriched in modern times, for example, Mintzberg emphasized the importance of formal structures and informal adaptations to help organizations dynamically respond to change [13].

In addition, Peter Drucker's results-oriented perspective states that the role of administration is to align resources with clearly defined and measurable goals [14,15].

In order to ensure effective resource allocation, support continual improvement, and match strategic objectives with operational procedures, administrative administration is essential. Organizations can accomplish strategic objectives, streamline operations, and adjust to shifting market conditions by using efficient administrative procedures[16]. Strategic planning, organizational design, leadership development, and performance monitoring are all part of Huawei's administrative structure.

Huawei's decentralized organizational structure increases the company's ability to respond to external developments by giving regional managers the authority to make decisions based on local market conditions.

Table 1.2 - Key Theories in Administrative Management and Their Core

Emphases

Author	Definition/Understanding	Core Emphasis
Henri Fayol (1949)	Administrative management encompasses the five functions of planning, organizing, leading, coordinating, and controlling.	Focus on systematic processes for efficiency and order in operations
Max Weber (1978)	Management is about structuring an organization through hierarchy and rules to establish order and precision	Emphasis on bureaucracy, formal rules, and hierarchy.
Peter Drucker (1999)	Management's role is to drive objectives, align resources, and ensure measurable outcomes.	An outcome-driven approach focusing on objectives and measurable results.
Mintzberg (1979)	Administrative tasks involve both formal structure and informal interaction to adapt to change.	Flexibility in management, balancing structure with adaptive roles.
Daft & Marcic (2020)	Administrative management requires strategic alignment of resources and continuous monitoring for improvement.	Alignment and continuous assessment of organizational processes.

Source: generated by the author

The rapid development of electronic commerce (E-commerce) has revolutionized the operating model of traditional industries, especially in telecommunications. As an important bridge connecting users and businesses around the world, the telecom industry is under tremendous pressure to transform itself digitally. In recent years, telecom companies have shifted their services to e-commerce platforms to enhance customer experience, reduce operational costs and expand market share [5,17]. However, the management and maintenance of e-commerce platforms require effective administrative strategies to ensure they stay

ahead of the competitive market.

Founded in 1987, Huawei Technologies Co., Ltd. is a prominent global provider of smart terminals and communications and information technology (ICT) infrastructure, with its headquarters located in Shenzhen, China. With a broad range of businesses spanning a variety of areas, including telecom networks, enterprise services, cloud computing, artificial intelligence (AI), 5G technology, and the Internet of Things (IoT), the company is involved in the research, development, and sales of telecom equipment, consumer electronics, and smart devices[18]. In order to maintain its technological leadership in the worldwide competition, Huawei invests about 10% of its yearly sales in research and development (R&D), demonstrating its strong R&D skills (Huawei Annual Report, 2023). At the moment, Huawei's operations are separated into three business groups: consumer, enterprise, and carrier[19].

Huawei initially promoted equipment through telecom operators and offline channels before realizing the potential of the Internet and starting to investigate digital channels in 2008[20]. However, its primary focus was on business-to-business (B2B) clients [21]. In order to offer smart devices to customers directly through online channels, Huawei officially joined the e-commerce space in 2011 with the launch of its own platform, Huawei Store. The company also collaborated with local e-commerce platforms, like Tmall and Jingdong, to grow its market. In 2016, Huawei made improvements to its online store[22] and is currently advertising its online direct sales model all over the world. Huawei expanded significantly in the European, Middle Eastern, and Southeast Asian regions by utilizing digital

marketing and big data analytics [23]. During that time, the secret to its success was smart user experience and targeted marketing [24]. Huawei pushed the digital transformation of its e-commerce during the pandemic and adopted an omni-channel strategy, which combines offline and online resources to improve the customer experience. By using localized data centers and an intelligent supply chain, the corporation also improved its data compliance and risk resistance in the worldwide market.

Even with its notable e-commerce advancements, Huawei continues to encounter several obstacles. First, because Huawei is a worldwide company, it is especially impacted by trade and geopolitical policies in the global marketplace. Sanctions and technological blockades enforced by the US and other nations have severely impacted Huawei's e-commerce operations in foreign markets in recent years. Due to these restrictions, Huawei has been unable to purchase essential components and cutting-edge technology, which has had an impact on the expansion of its e-commerce platform's product and service offerings [25]. Additionally, due to changes in regulatory rules, Huawei had to swiftly modify its market strategy in a few countries and areas to maintain compliance. Second, privacy and data security have grown in importance in the management of e-commerce. The General Data Protection Regulation (GDPR) and the California Consumer Privacy Act (CCPA), two of the world's strictest data privacy laws, present significant compliance issues for Huawei when it comes to gathering and using vast volumes of consumer data on its e-commerce platform. Huawei had to make constant investments in data protection technologies and modify its data management procedures to guarantee

data security and privacy compliance [26]. This put more strain on the organization's technological capabilities in addition to raising operating expenses. Once more, Huawei must constantly improve its e-commerce platform to provide an exceptional user experience as customer expectations continue to rise. Customers have higher expectations in the age of e-commerce and desire a more convenient and customized purchasing experience. Huawei had to keep enhancing the e-commerce platform's user experience, which included making the site faster, making it more responsive, and offering better customer service [27]. In order to boost customer happiness and loyalty, Huawei also had to make sure that it complied with consumer requirements regarding delivery and logistics, as well as return and exchange policies [28]. In the meanwhile, the e-commerce industry is fiercely competitive, particularly in the markets for smart devices and telephony. Both domestic e-commerce platforms like Xiaomi and OPPO as well as other global behemoths like Apple and Samsung are competitors for Huawei. Huawei needs to keep innovating its e-commerce platform, enhance user experience, and provide more alluring advertising techniques in order to hold onto its market share. Profit margins have also been squeezed by increased market rivalry, which has compelled Huawei to further maximize its operational effectiveness. Lastly, Huawei needs extremely advanced supply chain management to run its e-commerce company internationally [29]. In order to maintain product supply and delivery, Huawei had to contend with growing logistical costs and shortages of raw materials as the epidemic's continuous effects revealed the global supply chain's vulnerability. More supply chain management system optimization is still needed to attain more effective inventory control and distribution management

in order to sustain the e-commerce platform's steady functioning.

In order to improve administrative efficiency, support organizational agility and innovation, and better prepare the business to handle external challenges and a quickly changing market environment, Huawei Technologies Co. Ltd.'s corporate administration can be improved from a variety of creative angles. Create an intelligent risk management system first. Huawei should include AI and blockchain-based intelligent risk control technologies into its management in light of the increasingly strict global data privacy and cybersecurity standards[30]. It can guarantee the security and compliance of the data on its e-commerce platform by utilizing data encryption and automatic real-time monitoring technology. Adopting a "Zero Trust Architecture" would also improve internal data access controls by mandating strict authentication for all devices and people that have access to vital data. This will reduce the likelihood of network assaults and data breaches.

Secondly, make the administrative management model as efficient as possible for localization and globalization processes. Huawei should modify its administrative procedures for e-commerce by using localized data centers and adaptable compliance management systems to ensure regional market compliance in response to the various data privacy and market regulatory requirements across nations [31]. Additionally, Huawei can improve its ability to react quickly to modifications in national market regulations by forming regional e-commerce administrative teams, guaranteeing operational flexibility and compliance in a challenging global environment. Increased operational efficiency will be made possible by this fusion of local and global management models.

Thirdly, put in place a Customer Relationship Management (CRM) system that is data-driven. In order to connect customer data analysis with administrative decision-making and enable precise marketing and personalized service on the e-commerce platform, a CRM system based on big data analysis must be introduced [32]. By using behavioral forecasting and AI-driven customer feedback analysis, Huawei can make faster changes to its marketing plans and product offerings [33]. Huawei can also improve customer happiness and loyalty by building an intelligent customer service platform and streamlining customer data management procedures. In addition to increasing consumer conversion rates, this will fortify the brand's enduring bond with its clientele, fostering long-term company expansion.

CHAPTER 2

ADMINISTRATIVE ANALYSIS OF HUAWEI'S E-COMMERCE

DEPARTMENT

2.1 Basic information of Huawei's Company

Huawei Investment Holdings Limited (hereinafter referred to as Huawei), founded in Shenzhen in 1987 and now headquartered at Huawei Base in Bantian, Longgang District, Shenzhen City, Guangdong Province, is the world's leading provider of ICT (Information and Communication Technology) infrastructure and smart terminals, dedicated to providing customers with ICT solutions, as well as related products and supporting services[34].

Huawei is currently the world's top provider of ICT infrastructure and smart terminals, and is devoted to providing customers with ICT solutions, associated products, and supporting services. The newly established Huawei was primarily engaged in trading, but it gradually became involved in the communications industry when it came into contact with the agency business of PBX switches used for internal fixed-line telephone extensions in enterprises later in its development. Huawei has risen from beginnings in more than four decades, with an initial capital of 20,000 RMB and a team of six people, to an industry powerhouse with service coverage for more than 3 billion people worldwide, business coverage in 170 countries and regions, and a workforce of approximately 195,000 personnel.

As a communications industry leader, Huawei's business scope is not restricted to the local market, but it also plays a key role in the international communications market, with an increasing number of abroad customers. Huawei is dedicated to creating an intelligent society in which everything is interconnected, making life and work easier through intelligent communications technology, and working to usher in an intelligent era.

Huawei is from the “grassroots” to today, from the beginning of the company engaged in the switch agent, in the process of the agent Ren Zhengfei found that due to the original Hong Kong production of good and bad switches, foreign switches to take advantage of a large number of opportunities to enter the Chinese market to occupy the market share, so it is urgent to carry out independent innovation and production of their own products, under such circumstances, the manufacture of the C&S switch, the C&S switch is a new product. The C&CO8 digital remote switch was produced as the company's most important product platform in these conditions. It was the culmination of all employees' collective knowledge, and it served as the foundation for a number of subsequent communication developments[35].

Huawei responded to the times by improving the quality of its follow-up service in order to progressively acquire a large number of consumers in the market. This was done as domestic technology continued to advance and Huawei demanded not only product quality but also follow-up service. Huawei looks for a different approach, deciding to collaborate with colleges and universities and utilize top-notch human resources to continue producing innovative products and gradually gain popularity, as relying solely on internal research and development is far from

sufficient to support the company's growth.

Huawei has made significant contributions to the research and development of 5G technology because it recognizes that it can only succeed by concentrating on the needs of its customers and controlling the direction of communication technology development. Huawei's most recent developments include the release of the 6G vision, the definition of the future trends for new services, scenes, and technologies, the promotion of the 6G industry consensus, the advancement of storage coding technology, the breakthrough of AI image coding and decoding technology, the push for the ISO/IEC JTC1 SC29 new generation of image standard JPEG-AI to establish the project, and more.

According to a third-party professional organization's patent panorama report, Huawei leads the industry in several common standards, including 5G, Wi-Fi6, H.266, and others. As of December 31, 2021, Huawei's sales revenue was 636.8 billion yuan. As part of its innovation activities, Huawei invested 142.7 billion yuan in research and development expenditures, which contributed to its 22.4% 2021 annual revenue [36].

This further demonstrates that Huawei as a whole is a great company that is dedicated to innovation and R&D, taking on significant responsibilities. With over 110,000 legally granted patents, more than 90% of which are invention patents, Huawei has grown to become one of the greatest patent holders in the world thanks to its R&D efforts. Huawei is ranked sixth by the U.S. Patent Office and first by the European Patent Office and the State Intellectual Property Office of China in terms of patent grant rankings. From the initial communications sector to newer sectors

like smart homes and autos, Huawei has changed its approach to acquiring intellectual property licenses.

Six employees jointly invested in the founding of Shenzhen Huawei Technologies Co., Ltd., the company that preceded Huawei, with each stakeholder owning an equal number of shares. Huawei is a privately held company that is entirely owned by its employees.

It uses communal leadership, follows democratic centralization, implements decentralization checks and balances, and coordinates the two while keeping efficiency in mind [37].

In order to jointly promote the improvement of overall efficiency as well as the ultimate direction of the development of enterprise organizational structure, it is important to emphasize the centralization and decentralization of mutual integration. A high degree of centralization will hinder the subordinate departments' ability to play the independent initiative. In the closed governance mechanism, the rights of the scientific cycle of turnover, to enhance the operational efficiency of the entire organizational structure. Huawei's governance structure diagram is shown in Fig 2.1.

The labor union and Ren Zhengfei are both members of Huawei's shareholders' meeting, which serves as the company's governing body and decides on important matters including funding and investment as well as how to divide profits from operations. As of March 28, 2022, the Board of Directors, which was chosen by the Employee Representative Committee, consists of 17 members and makes decisions regarding the management and strategy of the business[38].

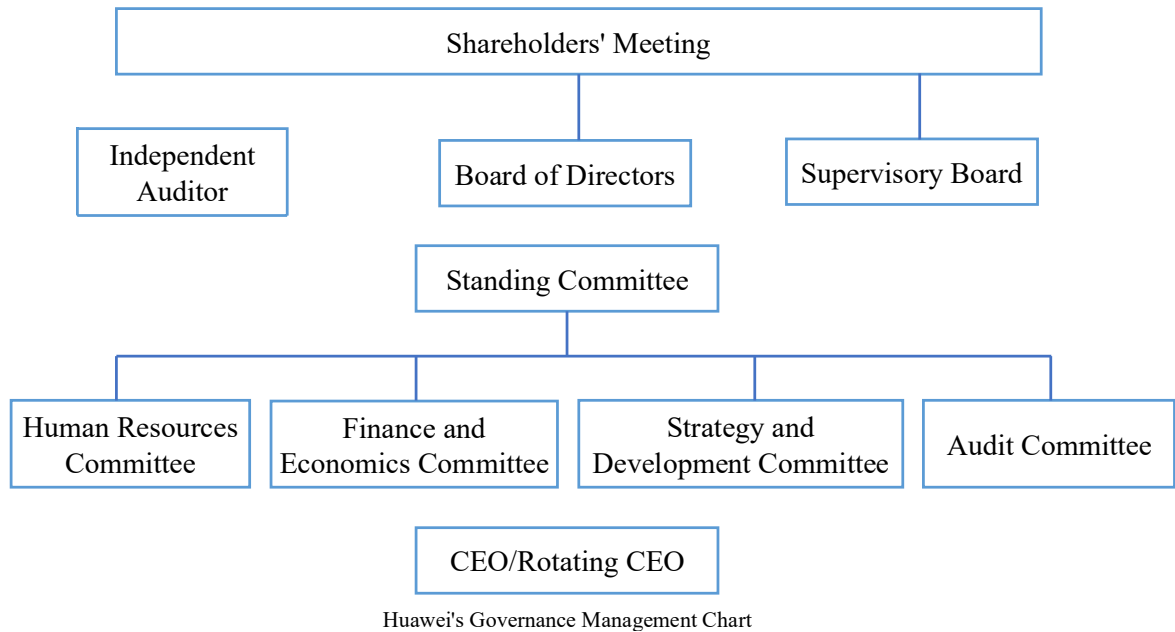


Figure 2.1 - Huawei Corporate Governance Structure

Source: generated by the author

The Chairman-in-Office, who serves a six-month term as the Company's top leader, preside over the Board of Directors and the Standing Committee of the Board of Directors during the course of the business. In addition to authorizing the selection of external auditors, Huawei has formed an Audit Committee that reviews the company's procedures, internal control system, and internal and external audits. The committee also approves internal audit plans and monitors the outcomes of their implementation. The Supervisory Board is in charge of monitoring senior management's performance as well as the business's general operations and associated financial status. There are now six supervisory board members, and Huawei plans to hold a general election for the position in 2022. The supervisory board, like the board of directors, is chosen by the general meeting of shareholders. Despite being a privately held, unlisted business, Huawei has its own funding requirements, submits bids for several foreign contracts, and must provide

professionally audited yearly reports when collaborating with partners[39]. Since 2000, Huawei has hired KPMG as its independent auditor to discuss with the Audit Committee the accuracy and fairness of the financial statements as well as any issues that come up during the audit process. This is because Huawei is responsible for having its annual reports professionally audited.

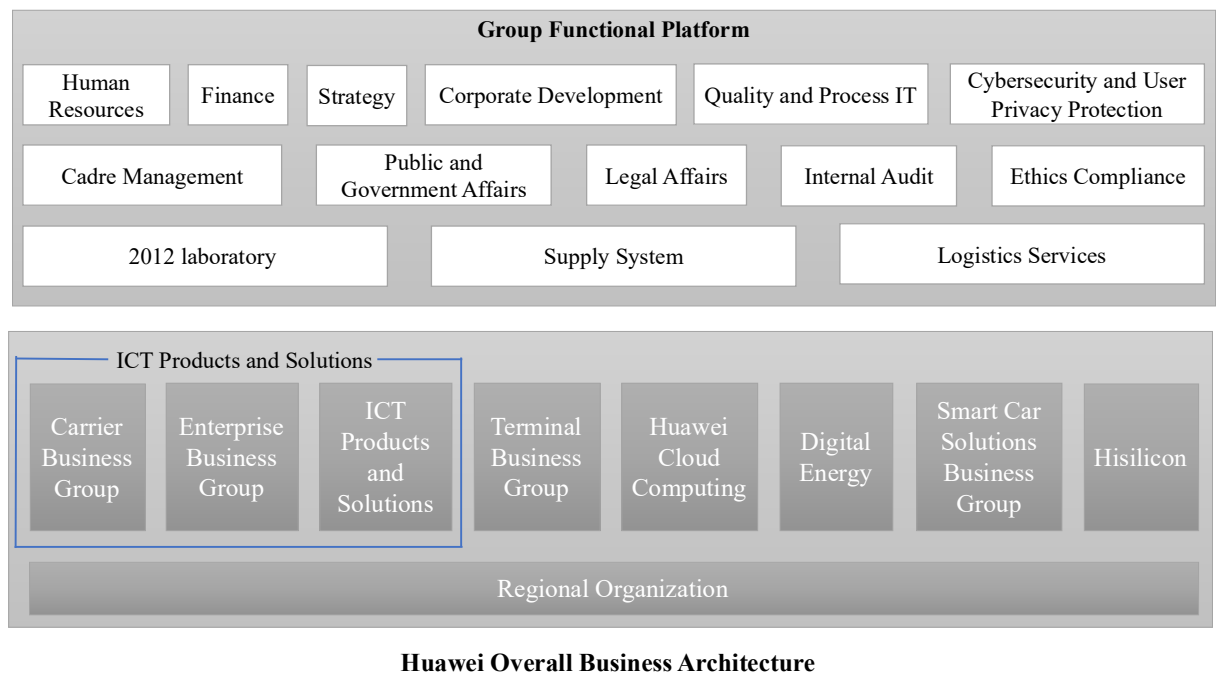


Figure 2.2 - Huawei Corporate Structure: Core Platforms and ICT Divisions

Source: generated by the author

End-to-end operation management for the ICT infrastructure business is provided by the ICT Infrastructure Business Management Committee, which is the body in charge of the company's ICT infrastructure business strategy, operation management, and customer satisfaction [40]. The company's solution marketing and sales to carrier customers and enterprise/industry customers are managed by Carrier BG and supported by Enterprise BG, respectively. The management and support departments for the company's marketing, sales, and services of its solutions for

carrier clients and enterprise/industry clients are Carrier BG and Enterprise BG, respectively [41]. In addition to providing ICT infrastructure-related products and solutions to carrier and enterprise/industry clients, CT Products & Solutions is in charge of product planning, development, and delivery as well as competitiveness building. It is dedicated to creating world-leading In order to become the foundation of the digital world, improve user experience, and help clients succeed, we are dedicated to developing the top ICT infrastructure products and solutions for computing and connectivity in the world. We will do this by constructing a digital infrastructure ecosystem centered on the Kunpeng, Rise, and Euler core software systems.

To guarantee effective cooperation between functional departments, Huawei's e-business division uses a matrix-style organizational structure. This organizational structure increases resource usage efficiency and enables a flexible response to quickly shifting market demands[42]. A general manager oversees the E-Business Department and answers directly to senior management of Huawei. Setting overarching strategy, corporate objectives, and key performance indicators (KPIs) is the responsibility of the general manager, who usually has a wealth of experience in digital marketing and e-commerce operations. The Functional Division and the Regional E-Commerce Team are its two divisions. The marketing team, which is part of the functional department, is in charge of creating strategies for e-commerce promotion, digital advertising, social media marketing, and search engine optimization (SEO). Data analysts, advertising planning experts, and brand managers are on the team. To guarantee a seamless supply chain for goods, the

Product Operations Team concentrates on product shelving, category management, and inventory control. Product managers, supply chain specialists, and warehouse managers are on the team. Technical Support Team: In charge of the e-commerce platform's data security, system upgrades, and technical upkeep. The group consists of IT operation and maintenance staff, data security specialists, and software development engineers. Customer Service Team: Addresses pre- and post-purchase issues by offering customer help via a variety of channels, including phone, email, and online chat. User experience designers, customer service managers, and customer service professionals make up the team. The data analytics team optimizes decision-making by analyzing market trends and consumer behavior using big data. The group consists of machine learning engineers, business analysts, and data scientists. Huawei has established specialized e-commerce teams in strategic areas like Europe, the Middle East, Southeast Asia, and Latin America in order to better service the worldwide market. In local markets, these teams are in charge of customer relationship management, compliance management, and business development[43].

Huawei has used a number of scientific management techniques that are included into everyday operations, performance evaluation, and strategic planning in order to guarantee the effective running of the e-business division.

A matrix management paradigm is employed by Huawei's e-commerce division to improve the effectiveness of interdepartmental cooperation. In order to respond quickly to changes in the market, functional departments and regional teams collaborate closely to share resources and information. This strategy helps to

maximize the distribution of both local and global resources and allows for a flexible reaction to market demands, particularly when addressing regulatory constraints and customer preferences in various geographic markets.

In order to guarantee quick reaction to shifts in the market and client demands, Huawei implemented agile management techniques to divide the e-commerce department's workload into short-cycle projects (Sprints). A cross-functional team of members from technical development, marketing, and product operations completes each sprint. Regular retrospective meetings help the team learn lessons fast, streamline procedures, and increase productivity for the following cycle [44].

The OKR management methodology has been implemented by Huawei's e-business department to guarantee that teams may concentrate on the organization's strategic objectives. Teams establish clear goals and important outcomes every quarter to guarantee execution and measurability. The marketing team may aim to boost quarterly sales, for instance, with a focus on boosting customer conversion rates by 10% and growing website traffic by 20%[45].

Key performance indicators (KPIs) are used by the e-commerce department to assess the performance of its teams and employees. Website traffic, customer happiness, conversion rates, order fulfillment rates, and response times for after-sales services are some examples of these metrics. Huawei makes sure that staff members can support company objectives and inspire the group to continuously increase productivity by implementing a quantitative performance evaluation system [46].

In the meantime, Huawei's e-commerce division employs a number of

administrative procedures in its day-to-day activities to guarantee the department's effective functioning and long-term growth.

ERP (enterprise resource planning) and CRM (customer relationship management) systems are used to automate the e-commerce platform's management, including order processing, CRM and data analysis. Additionally, Huawei analyzes consumer behavior in real time using big data technology to improve product recommendations and marketing tactics [47]. Robotic Process Automation (RPA) technology handles repetitive operations like inventory management and order approval, reducing manual intervention and increasing efficiency.

Huawei uses stringent data protection safeguards in its e-commerce platform in response to various data privacy laws (like the GDPR) around the world. To make sure that all platform operations adhere to regional regulatory standards, the company has established a specialized data compliance team [48]. Meanwhile, it protects client data from hacker attacks and data leaks by using firewalls, data encryption, and access control systems.

Huawei prioritizes the development of its workforce by offering e-business team members frequent training and professional development opportunities, which include instruction in subjects like data analytics, digital marketing, and cutting-edge technological applications. Huawei consistently enhances its employees' professional skills to adjust to the quickly evolving e-business landscape through internal sharing sessions and external expert lectures.

Huawei's AI-powered intelligent customer service solution offers consumers individualized assistance and guidance. In the meantime, augmented reality (AR)

shopping experiences, customized promos, and membership point systems all contribute to increased customer happiness. In order to continuously improve the platform's user experience through frequent surveys and data analysis, Huawei also maintains a dedicated customer feedback mechanism [49].

2.2 SWOT and Porter's Five Forces Analysis for Huawei Inc.

We perform a thorough SWOT analysis to have a deeper understanding of Huawei's e-business administration strengths, weaknesses, opportunities, and threats. This will enhance operational effectiveness, boost market competitiveness, and further optimize its e-business strategy.

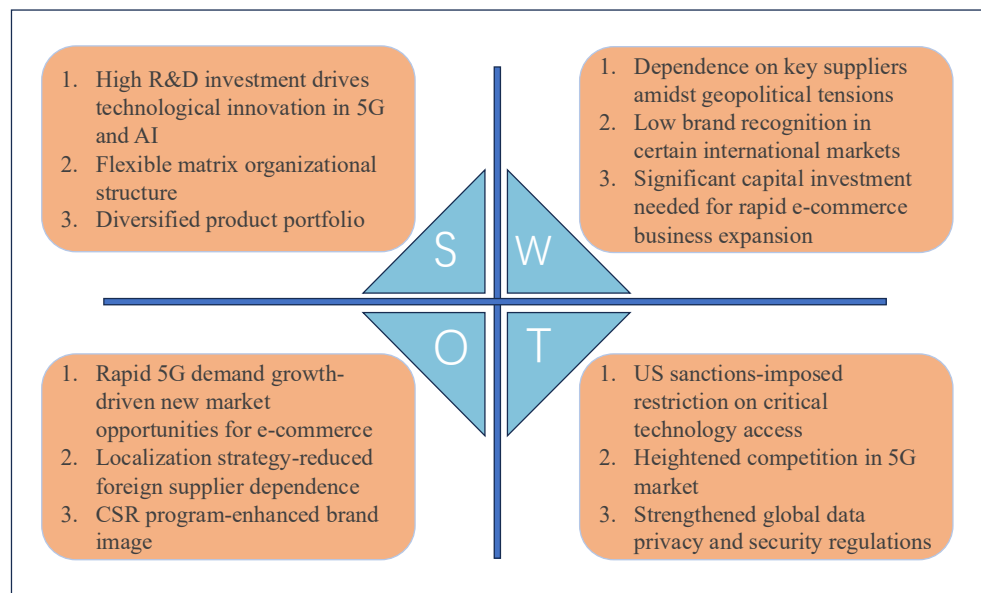


Figure 2.3 - SWOT Analysis: Huawei's 5G Strategy and Global Challenges

Source: generated by the author

Huawei has significant advantages in e-commerce management due to its

substantial investments in research and development (R&D), particularly in technologies such as 5G and artificial intelligence (AI). These investments allow the company to quickly adapt to market changes and enhance the user experience[50]. By integrating advanced technologies, Huawei optimizes its operational processes, facilitating automation and the intelligence of its e-commerce platform, which leads to higher customer satisfaction. Moreover, the company's matrix organizational structure ensures effective coordination between functional departments, enabling quick adaptation to the demands of various regional markets. This flexible structure also fosters efficient collaboration between local and global teams, optimizing resource management on a global scale.

One of Huawei's key strengths is its diversified product portfolio, which includes smartphones, tablets, smart home appliances, and communication devices. This variety allows the company to attract a broad consumer base, increasing its market share and fostering customer loyalty to its online platform.

However, Huawei faces several significant weaknesses that may limit its future growth. One of these is its reliance on key suppliers, which makes the company vulnerable to supply chain disruptions, particularly in the event of geopolitical tensions. This can complicate access to crucial components and impact product availability on the e-commerce platform, ultimately affecting customer satisfaction [51]. Additionally, while Huawei enjoys strong brand recognition in China, it faces challenges in increasing its visibility in certain international markets, which may hinder sales growth abroad. The company also faces significant capital investment requirements for technology upgrades, data security, and logistics

infrastructure, which could strain its short-term financial stability.

Despite these weaknesses, Huawei has considerable opportunities for growth. The global demand for 5G technology presents a significant opportunity, as selling 5G-related products and services through e-commerce can expand its market share. Furthermore, by implementing a localization strategy—such as establishing local data centers and supply chain networks in key global markets—Huawei can reduce its dependence on external suppliers, enhancing its operational stability and autonomy. This strategy also ensures compliance with national data protection laws. Additionally, Huawei can further improve its brand image by developing a corporate social responsibility (CSR) program that focuses on sustainability and environmental responsibility [52]. As consumers increasingly prioritize these issues, such a program can attract eco-conscious customers and strengthen Huawei's market recognition.

However, the company is also exposed to several threats that may limit its potential. US sanctions have significantly restricted Huawei's access to critical technologies and components, which jeopardizes its product supply chain and could delay new product releases, diminishing its competitiveness. Moreover, heightened competition in the 5G device market, where Huawei competes with global giants like Apple, Samsung, and Xiaomi, forces the company to continually innovate to maintain its market share. This intense competition may also lead to price wars, reducing profit margins. Furthermore, as global data privacy and cybersecurity regulations become more stringent, Huawei must comply with increasingly complex legal frameworks, which raises its compliance costs and places additional pressure

on its data security management systems.

In conclusion, Huawei possesses substantial organizational and technological advantages in managing its e-commerce operations but faces significant challenges related to supply chain management, market competition, and regulatory compliance. By leveraging opportunities arising from innovations in 5G and AI, as well as strategies like localization and CSR development, Huawei can optimize its strategy. To remain competitive and capitalize on emerging market opportunities, Huawei must continue refining its approach, balancing both its strengths and weaknesses to maintain its position in an increasingly competitive global market.

Internal Factors External Factors	Strengths	Weakness
Opportunities	S+O strategy 1. R&D enhancement-driven market expansion 2. Matrix structure-accelerated localization strategy implementation 3. Diversified portfolio-promoted CSR initiatives	O+W strategy 1. Localization of supply chains to reduce foreign supplier dependence 2. Brand recognition enhancement and overseas market expansion 3. Fund optimization for e-commerce expansion support
Threats	S+T strategy 1. Technological innovation response to international sanctions 2. Data security measure against stringent regulations 3. Differentiated product competitive strategy	W+T strategy 1. Supply chain risk management strengthening for geopolitical impact mitigation 2. Brand trust enhancement for market uncertainty addressing 3. Financial management optimization for capital pressure coping

Figure 2.4 - Huawei SWOT: Global Challenges and Coping Strategies

Source: generated by the author

Huawei can leverage its internal strengths to seize external opportunities in the global market. With its technological leadership in 5G and AI, the company is

well-positioned to respond swiftly to the growing global demand for 5G. By selling 5G equipment and services through its e-commerce platform, Huawei can enhance its competitive edge and expand its market share, particularly in developing nations. Furthermore, Huawei's matrix organizational structure allows for the rapid implementation of localization strategies [53]. By establishing localized e-commerce teams worldwide, the company can better address local market demands and regulatory requirements, thus reducing reliance on foreign suppliers and improving customer satisfaction. Additionally, Huawei can leverage its diversified product portfolio to support corporate social responsibility (CSR) initiatives, attracting environmentally conscious consumers and enhancing its brand image and market recognition.

In addressing its weaknesses, Huawei can take advantage of several external opportunities. One critical area is reducing its reliance on foreign suppliers by establishing localized production facilities and data centers in key markets [54]. This strategy will strengthen its supply chain stability and autonomy, while also mitigating the impact of geopolitical tensions on its e-commerce operations. To tackle the issue of low brand recognition in some international markets, Huawei can increase its marketing efforts, particularly by promoting 5G technology through digital marketing campaigns on social media and e-commerce platforms. These campaigns can help boost the company's visibility abroad and attract new customers. Additionally, by optimizing its capital management, Huawei can better handle the high investment requirements for e-commerce growth, ensuring that necessary updates to data security, technology, and user experience are effectively

implemented.

Huawei can also use its technological strengths to counteract external threats. In response to international sanctions, particularly those imposed by the US, Huawei can intensify its research and development efforts, focusing on creating more independently controllable products and solutions [55]. This will reduce the company's dependence on foreign technologies. To address the increasingly strict data protection regulations, Huawei can use its expertise in 5G and AI to enhance data security measures on its e-commerce platform, leveraging blockchain and AI technologies to ensure compliance with global data privacy laws. In the face of heightened competition in the 5G market, Huawei can rely on its diverse product portfolio to offer unique products and services tailored to meet the specific needs of various markets, thus avoiding price wars and maintaining its competitive edge [56].

To mitigate the threats posed by external factors, Huawei must address its internal weaknesses. One key strategy is to enhance supply chain risk management by diversifying suppliers and procurement channels, reducing its dependence on a single supplier, and ensuring the continuity of its e-commerce operations. In markets where its brand recognition is still low, Huawei can improve consumer trust through proactive communication, brand promotion, and enhanced CSR programs. These efforts will increase transparency and foster consumer trust. Furthermore, to address the high capital demands driven by rapid expansion, Huawei should focus on optimizing its financial management by using intelligent automation systems, improving internal processes, and enhancing operational efficiency [57]. These actions will help reduce operating costs and ensure the long-term sustainability of

its e-commerce platform.

By analyzing these areas through the S+O, W+O, S+T, and W+T framework, Huawei can address its weaknesses and capitalize on its strengths. This will not only facilitate the sustained growth and expansion of its e-commerce business but also help the company maintain its competitive advantage in an increasingly dynamic global marketplace. With these strategies in place, Huawei will be well-positioned to continue its progress and success in the global market. The next step will be the application of the Porter's Five Forces model for further analysis.

Michael E. Porter, a professor at Harvard Business School, developed the Porter's Five Forces Model in 1979 as a tool for industry analysis [58]. It is intended to assist businesses in developing a thorough grasp of the competitive landscape of the sector so they may make wise strategic choices. A business can more effectively determine the major elements influencing its profitability and develop strategic actions by examining the competitive landscape of the sector in which it works. One of the most popular models for evaluating industry competitiveness is Porter's Five dynamics model, which offers an organized framework for examining competitive dynamics within an industry. The threat of new entrants, supplier and buyer negotiating power, the threat of replacements, and competitiveness among current rivals are the five forces that the model highlights as having an impact on the level of competition and market profitability [59]. In order to reduce the threat posed by new competitors, Huawei must overcome significant obstacles to entrance in the telecom sector, especially those related to R&D expenditures and brand strength. However, Huawei must always work to improve operational effectiveness and

strategic agility in order to preserve its market position due to fierce competition from firms like Ericsson and ZTE.

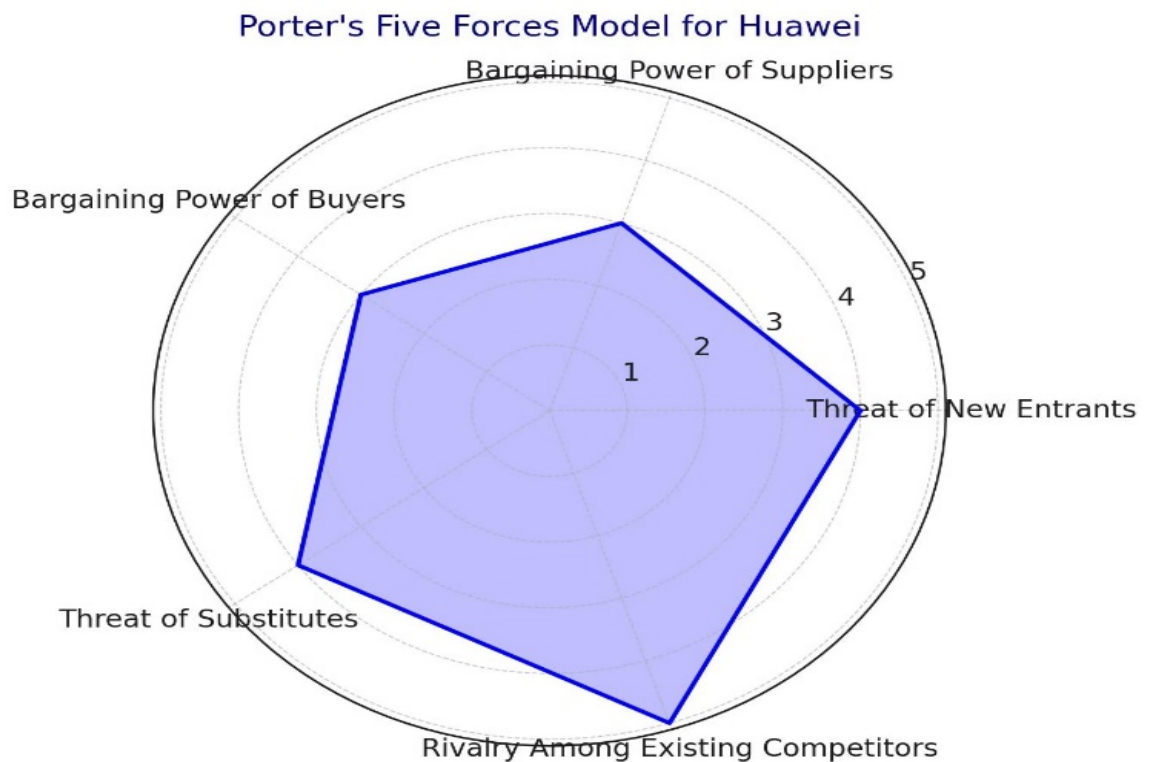


Figure 2.5 - Porter's Five Forces: Huawei's Market Position

Source: generated by the author

This chart represents Porter's Five Forces Model as applied to Huawei Technologies, illustrating the relative intensity of each competitive force on a scale from 1 to 5: Threat of New Entrants (4): High, due to Huawei's significant investments in R&D, advanced technologies like 5G, and strong brand presence, which make it difficult for new competitors to enter the market. Bargaining Power of Suppliers (3): Moderate, as Huawei's global supply chain allows it to mitigate supplier power, though geopolitical pressures have affected its sourcing strategies. Bargaining Power of Buyers (3): Moderate, as Huawei differentiates itself through innovative products, though customers still hold some influence due to the

competitive nature of the technology industry. Threat of Substitutes (4): High, given the presence of competing technologies and alternatives in the telecommunications and tech industry. Rivalry Among Existing Competitors (5): Very high, with intense competition from companies like Ericsson, Nokia, and ZTE in the global market for 5G infrastructure and telecommunications equipment.

1) Bargaining Power of Suppliers

Supplier concentration: Huawei's communications equipment and electronics, which comprise premium processors, essential parts, and technical service providers, are sourced from a global supply chain. However, because of restrictions imposed by nations like the US, which have given suppliers more negotiating leverage, Huawei finds it difficult to obtain essential technologies and components.

Availability of other suppliers: Huawei has expanded its local supply chain and increased its own research and development in critical technologies in recent years to lessen its reliance on a single source. The bargaining strength of suppliers has been somewhat diminished by this move.

Effect of the e-commerce platform on the supply chain: Huawei uses its ERP system and digital supply chain platform to enhance the procurement process and boost supply chain efficiency in e-commerce management³⁶. Huawei was able to lessen suppliers' reliance on its company and improve supplier relationships by implementing automated technologies [60].

Strategy: By creating a network of local suppliers and different supply channels, Huawei may further optimize its supply chain management and lessen the negotiating strength of individual suppliers. By strengthening its internal technology

independent research and development skills, it will simultaneously lessen its reliance on outside vendors.

2) Bargaining Power of Buyers

Number and concentration of customers: Huawei's e-commerce platform caters to both individual and business customers worldwide. A single consumer has little negotiating power with Huawei because of the vast and dispersed number of customers. Customers now have more options thanks to the market's intense competition, therefore raising customer happiness is essential.

Customer reliance on products: Due to the high technological barriers of Huawei's smart devices and telecom equipment, customers must pay specific switching fees should they decide to switch suppliers. Customers are more price and technology sensitive in the 5G equipment industry, though, so Huawei must constantly improve its goods and services to keep its clientele.

Customer experience on e-commerce platforms: Huawei uses e-commerce platforms to offer customers a quick and easy way to buy products, as well as excellent after-sales support. Huawei constantly improves its customer relationship management (CRM) system to increase customer stickiness through membership point programs and tailored recommendations in an effort to lower customer attrition.

Strategy: By progressively improving the e-commerce platform's user experience, offering more competitive pricing, and offering value-added services (such extended warranties and customized services), Huawei can increase customer loyalty and lessen customers' bargaining power.

3) Industry Rivalry

Market competition is fierce in the telecom sector, particularly in the 5G market, where well-known international firms like Ericsson, Nokia, and Samsung are among the main rivals. Additionally, Huawei must contend with regional rivals for market dominance on e-commerce platforms, like Xiaomi and OPPO.

Differentiation in product and technology: Huawei leads in AI and 5G technology, but rivals are also spending money on R&D to catch up. Huawei must consistently innovate its technologies and employ differentiation tactics to keep its competitive edge.

Competition from e-commerce platforms: Big platforms like Alibaba and Jingdong compete with Huawei in the e-commerce market. In order to draw clients, Huawei must rely on its technological prowess and high-quality products because these platforms offer substantial advantages in terms of market penetration and brand marketing⁶¹.

Strategy: By using unique product strategies and tailored marketing initiatives, Huawei should increase market competitiveness and brand recognition of its e-commerce platforms. In order to keep its dominant position in the very competitive market, it should also keep encouraging technical innovation.

4) Threat of Substitutes

Availability of alternatives: Customers have the option to select smart devices and telecom solutions from different brands in the telecom equipment industry. In order to lessen the effect of alternatives on its business, Huawei must constantly enhance the technical substance and user experience of its products.

Costs of replacements and switching barriers: Customers who transfer

suppliers must pay specific switching costs because Huawei's 5G and telecom equipment has significant technical barriers and brand advantages. Customers might, however, think about moving to a different brand if rivals can provide more affordable options.

Threat of substitution in e-commerce: Other e-commerce platforms, like Amazon and Tmall, pose a challenge to Huawei in the e-commerce industry. Some clients may be drawn to other channels by these platforms' wider product selections and marketing tactics.

Strategy: Huawei should use innovative technology and unique product strategies to lessen the threat of substitution. In order to lower customer churn and increase customer switching costs, it should also further optimize its e-commerce platforms' after-sales support and user experience.

5) Threat of New Entrants

Industry entrance obstacles: New entrants present comparatively little threat to Huawei because the telecom sector and the 5G market have high entry barriers and demand significant financial investment, technology accumulation, and patent support⁶². However, because market entry barriers are generally low, Huawei's e-commerce company may face competition from rising platforms.

Brand and technological advantages: Huawei has a well-known brand and technological advantages in the markets for smart terminals and telecom equipment, making it challenging for new competitors to compete with it in the near future. The obstacles to entry for new competitors are further increased by Huawei's extensive e-commerce experience, as well as its sophisticated supply chain management and

customer support system.

E-commerce market expansion: As digital transformation picks up speed, new players may swiftly seize market share with creative business strategies (e.g. social e-commerce and live e-commerce). To keep its market-leading position, Huawei will need to keep innovating its e-commerce platform.

Strategy: To improve its automation and intelligence, Huawei should invest more in technology for its e-commerce platform. At the same time, it should draw in more youthful customers and stop new competitors from using creative marketing strategies to steal market share (e.g., live bandwagon and social media advertising).

2.3 Analysis of Huawei's management status

Huawei's distinctive management style and culture are just as important to its success as its technology and goods. The management model of Huawei is a complete framework that encompasses organizational performance, customer needs, strategic goals, and individual performance promises. The success of Huawei can be attributed in large part to its corporate transformation, talent recruitment, cadre selection, human resource management, strategic performance goal management, appointment incentives, and cultural DNA.

The twenty-word maxim "Customer-centered, Struggle-oriented, and Long-term Adherence to Hard Work" encapsulates Huawei's management style. This idea serves as the foundation for Huawei's management style and culture. Strategic goals, customer needs, organizational performance, and personal performance

commitment (PBC) are the four pillars of Huawei's management model. The approach places a strong emphasis on consistency from strategy to execution, making sure that every worker's efforts complement the organization's overarching objectives.

One of the main reasons for Huawei's success is its cultural DNA. Huawei's culture emphasizes long-term hard labor and constant self-criticism, and it is customer-centric and striver-oriented. The three main tenets of Huawei's culture are system reinforcement, ongoing and methodical culture promotion, and entrepreneurial behavior. As a component of its fundamental competitiveness, Huawei's mature corporate culture and enthusiastic entrepreneurial culture constitute the essence of its culture.

Another crucial component of Huawei's management is the management of strategic performance goals. The strategic objectives of Huawei are straightforward: to survive and expand internationally. This illustrates Huawei's profound comprehension of development and survival.

In Huawei's management model, human resource management holds a significant place. Value generation, value assessment, and value distribution are at the heart of Huawei's HR architecture. Job evaluation, labor attitude assessment, performance appraisal, and quality/qualification assessment are all part of Huawei's HRM value chain.

An essential component of Huawei's human resource management is talent recruitment. The striver's gene is emphasized in Huawei's recruitment strategy, which also concentrates on finding potential talent and uses a variety of recruitment

techniques to accommodate the company's various stages of growth. The management talent development channel is on the left side of Huawei's talent development pyramid model, while the professional talent development channel is on the right. Each of these channels has its own "selection, training, and retention" procedures to direct the career development and advancement of different kinds of talent. According to Mr. Ren, Huawei must develop its own thought leaders and strategic leaders since the greatest degree of management is not that of a manager but that of a leader, who is someone with ideas, vision, and strategy.

Huawei maintains that cadres must be appointed through a combination of a selection and elimination process, with the selection of cadres in successful teams being given priority. Promotion to middle-level supervisors is likely for those who have successfully led project groups and grassroots teams to victory⁶³. Huawei also develops cadres; its training methodology involves pressuring and empowering them, allowing them to practice in a position that prevents them from developing their skill, and allowing them to advance to a higher position so they may gain experience. In the process of choosing cadres, Huawei prioritizes the long-term growth of the company's major events over competitive hiring, team decision-making, and the primary battlefield, front line, and difficult areas. When the elimination system is put into place, middle-level cadres may be dispatched to the grassroots level, high-level cadres may also be pulled down, and the supervisor will go down to the grassroots level to perform professional duties. A prerequisite and deciding factor in cadre selection is performance. A cadre won't be promoted if they don't consistently lead the squad to victory. A cadre is completely useless if they are unable to prevail

in conflicts year after year. The ability of cadres is crucial to their continued effectiveness, and Huawei defines it in four ways: (1) Decision-making ability: if you are unable to be the head of the household, it is challenging to be a hand without the ability to make decisions. (2) Execution: After the company's high-level strategy has been developed, it needs to be put into action. The goal of execution is to produce outcomes and win the war. (3) Comprehension: The ideological underpinning of execution is comprehension. (4) The ability to connect with people: Being a cadre is not the same as working⁶³; cadres need to be able to connect with their superiors, subordinates, and customers. If they are unable to do so, it is not a good idea for them to hold a leadership position.

A prime minister must be chosen from the counties, and a fierce general must be born among the ranks. Huawei chooses its cadres based on this principle. R&D and other front-line positions closest to customers are where talent is found. One-third of Huawei's middle and senior cadres are from R&D, while two-thirds are from the market. R&D accounts for one-third of Huawei's middle and senior cadres, while the market accounts for two-thirds. Every executive has experience working in R&D or the market, and they place a high value on choosing cadres for successful teams and projects. When it comes to elevating cadres, Huawei has a horse-racing mentality that favors those who outperform their rivals. The company's major leadership positions will be rotated every three years, and Huawei will select applicants for these positions. If the existing cadres don't show enough dedication to the company's work, they will probably be replaced. Human resources is in charge of traction, cadres are in charge of training cadres, and each department is tasked

with bringing cadres to the organization annually, which serves as an assessment index. The cadre candidates should be given the chance to develop⁶⁴.

One of the main components of Huawei's management is appointment incentives. Huawei's appointment philosophy emphasizes leveraging individual skills rather than trying to handle every duty. Huawei has a rigorous performance management system and a variety of incentive programs to foster employees' potential and inventiveness⁶⁵.

In addition to money incentives, spiritual or non-material rewards are equally important when dealing with talents of various ages, levels, and cultural backgrounds. Mr. Ren urged managers at all levels to come to an agreement, learn how to use non-material incentives, focus on employee communication, acknowledge employees' efforts, and use the objective vision to motivate staff. Understanding business objectives and value communication is a critical component of professional development for knowledge-based individuals.

Huawei published its 2023 annual report on March 29, 2024. With a global sales revenue of 704.2 billion yuan and a net profit of 87 billion yuan in 2023, the report demonstrates that Huawei's overall operations were in line with expectations. The ICT infrastructure business stayed strong, the terminal business did as expected, the cloud computing and digital energy businesses saw good growth, and the smart car solutions business started to move into the scale delivery stage, among other things. With an R&D investment of RMB 164.7 billion in 2023, or 23.4% of yearly revenue, and a cumulative 10-year investment of over RMB 1.11 trillion in R&D expenses, Huawei, meanwhile, placed a strong emphasis on research and innovation.

The annual report shows that in 2023, Huawei realized sales revenue of 704.174 billion yuan, a year-on-year increase of 9.63%; realized net profit of 86.950 billion yuan, a year-on-year increase of 144.50%.

Table 2.1 - Huawei Financial Metrics: 2019-2023

	2019	2020	2021	2022	2023	
	RMB Millions				RMB Millions	USD Millions
Sales Revenue	858,833	891,368	636,807	642,338	704,174	99,448
Operating Profit	77,835	72,501	121,412	42,216	104,401	14,744
Operating Profit Margin	9.1%	14.8%	6.6%	19.1%	8.1%	14.8%
Net Profit	62,656	64,649	113,718	35,562	86,95	12,28
Cash Flow from Operating Activities	91,384	35,218	59,67	17,797	69,807	9,859
Cash and Short-term Investments	371,04	357,366	416,334	373,452	475,317	67,128
Working Capital	257,638	299,062	376,923	344,938	421,662	59,55
Total Assets	858,661	876,854	982,971	1,063,804	1,263,597	178,454
Total Borrowings	112,162	141,811	175,1	197,144	308,414	43,556
Shareholders' Equity	295,537	330,408	414,652	437,076	507,568	71,682
Debt-to-Asset Ratio	65.6%	62.3%	57.8%	58.9%	59.8%	59.8%

Source: generated by the author

According to a set of facts, Huawei's ability to leverage its extensive advantages in industrial portfolio, technological innovation, and complicated hardware and software platforms is closely linked to its favorable commercial status. There will be over 1.5 billion 5G users worldwide by the end of 2023, and Huawei has built a 5G network that remains a leading experience; Huawei has shipped more than 100 million tablets worldwide and more than 150 million smart wearables worldwide, and it provides services to over 450 million users in the sports and health

sectors; After the official release of HarmonyOS 4, there are now over 800 million Hongmeng ecological devices, as well as the Kunpeng and Rise With over 6,300 partners, over 5.7 million developers, and over 17,400 solution certifications achieved, the ecology has been growing continuously; With more than 40,000 partners and more than 6 million developers worldwide, Huawei Cloud has offered dependable, safe, and trustworthy services to consumers in more than 170 countries and regions.

In 2023, Huawei's ICT infrastructure division generated RMB 362 billion in sales, up 2.3% from the previous year; the terminal division generated RMB 251.5 billion, up 17.3%; the cloud computing division generated RMB 55.3 billion, up 21.9%; the digital energy division generated RMB 52.6 billion, up 3.5%; and the smart car solutions division generated RMB4.7 billion, up 128.1%.

Table 2.2 - Huawei Revenue by Segment: 2022-2023

(RMB Million)	2023	2022	YoY Change
ICT Infrastructure Business	361,997	353,978	2.3%
Terminal Business	251,496	214,463	17.3%
Cloud Computing Business	55,287	45,342	21.9%
Digital Energy Business	52,607	50,806	3.5%
Intelligent Automotive Solutions Business	4,737	2,077	128.1%
Other Business	8,624	3,978	116.8%
Eliminations	-30,574	-28,306	8.0%
Total	704,174	642,338	9.6%

Source: generated by the author

Note: "YoY Change" stands for "Year-over-Year Change," which indicates the percentage change from the previous year to the current year.

Quality is a key differentiator for Huawei since its management philosophy is to "win with quality." With 46,000 eco-partners and 9.5 million developers, Huawei upholds the values of "openness and altruism" while concentrating on developing ICT core technologies and sophisticated hardware and software platform capabilities. In order to achieve win-win outcomes and reciprocal advantages with our ecological partners, we will concentrate on developing ICT core technologies and sophisticated hardware and software platform capabilities. We will also expedite the opening of platform capabilities.

In the era of intelligence, significant investments in high-quality R&D are unavoidably necessary for industrial innovation. As stated in its annual report, Huawei is adamant about allocating over 10% of its yearly sales income to research and development. R&D expenses for Huawei were RMB 164.7 billion in 2023, or 23.4% of its yearly revenue. during 1.11 trillion yuan has been spent on R&D during the last ten years. Furthermore, around 114,000 of Huawei's workforce—or 55% of its overall workforce—were engaged in research and development by the end of 2023.

Despite revenue growth, the R&D spending ratio has dropped year over year as the company continues to engage in forward-looking foundational research and open innovation in cloud computing, intelligent automotive components, and core technologies.

To guarantee effective cooperation between functional departments, Huawei's e-commerce division uses a matrix-style organizational structure. This organizational structure improves resource usage efficiency and enables a flexible

response to quickly shifting market demands [66]. A general manager oversees the e-business division and answers directly to senior management at Huawei. Setting overarching strategy, corporate objectives, and key performance indicators (KPIs) is the responsibility of the general manager, who usually has a wealth of experience in digital marketing and e-commerce operations [67]. The Functional Division and the Regional E-Commerce Team are its two divisions. The marketing team, which is part of the functional department, is in charge of creating strategies for e-commerce promotion, digital advertising, social media marketing, and search engine optimization (SEO). Data analysts, advertising planning experts, and brand managers are on the team. To guarantee a seamless supply chain for goods, the Product Operations Team concentrates on product shelving, category management, and inventory control. Product managers, supply chain specialists, and warehouse managers are on the team. Technical Support Team: In charge of the e-commerce platform's data security, system upgrades, and technical upkeep. The group consists of IT operation and maintenance staff, data security specialists, and software development engineers. Customer Service Team: Addresses pre- and post-purchase issues by offering customer help via a variety of channels, including phone, email, and online chat. User experience designers, customer service managers, and customer service professionals make up the team. Data Analytics Team: Uses big data to analyze customer behavior and market trends to help optimize decision-making. The data analytics team optimizes decision-making by analyzing market trends and consumer behavior using big data. The group consists of machine learning engineers, business analysts, and data scientists. Huawei has established

specialized e-commerce teams in strategic areas like Europe, the Middle East, Southeast Asia, and Latin America in order to better service the worldwide market[68]. In local markets, these teams are in charge of customer relationship management, compliance management, and business development.

Table 2.3 - Huawei Expense Analysis: 2022-2023

(RMB Million)	2022	2023	YoY Change
R&D Expenses	161,494	164,721	2.0%
- R&D Expense Ratio	25.1%	23.4%	(1.7) %
Selling and Administrative Expenses	109,785	118,923	8.3%
- Selling and Administrative Expense Ratio	17.1%	16.9%	(0.2) %
Total Period Expenses	271,279	283,644	4.6%
- Period Expense Ratio	42.2%	40.3%	(1.9) %

Source: generated by the author

Huawei has used a number of scientific management techniques that are included into everyday operations, performance evaluation, and strategic planning in order to guarantee the effective running of the e-business division.

Matrix management: a matrix management paradigm is employed by Huawei's e-commerce division to improve the effectiveness of interdepartmental cooperation. Regional teams and functional divisions collaborate closely, exchanging information and resources to enable quick reactions to changes in the market. This strategy helps to maximize the distribution of both local and global resources and allows for a flexible reaction to market demands, particularly when addressing regulatory constraints and customer preferences in various geographic

markets [69].

Agile Management: in order to guarantee quick reaction to changes in the market and client demands, Huawei implemented agile management techniques to divide the work of the e-business department into short-cycle projects (Sprints). Staff members from technical development, marketing, and product operations work in cross-functional teams to complete each sprint. The team may swiftly absorb lessons, streamline procedures, and increase productivity for the following cycle by holding regular retrospective meetings.

OKR (Objectives and Key Results) Management: the e-business division of Huawei employs OKR (Objectives and Key Results) management to make sure that teams can concentrate on the organization's strategic goals. Teams establish clear objectives and key results every quarter to guarantee execution and measurability. For instance, the marketing team's objective would be to double sales every three months, and the Key Results would be a 20% increase in website traffic and a 10% improvement in customer conversion rates.

KPI Performance Reviews: KPIs are used by the e-commerce department to assess team and personnel performance. These include of website traffic, customer happiness, customer conversion rate, order fulfillment rate, and reaction time for after-sales service. Huawei makes sure that staff members can support company objectives and inspire the group to continuously increase productivity by implementing a quantitative performance evaluation system⁷⁰.

In the meantime, Huawei's e-commerce division employs a number of administrative procedures in its day-to-day activities to guarantee the department's effective

functioning and long-term growth.

Digital Process Management: ERP (enterprise resource planning system) and CRM (customer relationship management system) systems are used to automate the operation of e-commerce platforms, including order processing, CRM, and data analysis. Additionally, Huawei analyzes consumer behavior in real time using big data technology to improve product recommendations and marketing tactics. Robotic Process Automation (RPA) technology handles repetitive operations like inventory management and order approval, reducing manual intervention and increasing efficiency.

Data Security and Compliance Management: Huawei uses stringent data protection safeguards in its e-commerce platform in response to various data privacy laws (such as the GDPR) across the globe. To make sure that all platform operations adhere to regional regulatory standards, the company has established a specialized data compliance team. In the meantime, we protect client data and stop hacker attacks and data leaks by using firewalls, data encryption, and access control systems.

Talent Development and Training: Huawei prioritizes the development of its workforce by offering e-commerce team members frequent training and professional development opportunities, which include instruction in subjects like data analytics, digital marketing, and cutting-edge technological applications. Huawei consistently enhances its employees' professional skills to help them adjust to the quickly evolving e-commerce landscape through internal sharing sessions and external expert lectures.

Customer Experience Optimization: Huawei's AI-powered intelligent

customer service solution offers consumers individualized assistance and guidance. In the meantime, augmented reality (AR) shopping experiences, customized promos, and membership point systems all contribute to increased customer happiness. In order to continuously improve the platform's user experience through frequent surveys and data analysis, Huawei also maintains a dedicated customer feedback mechanism.

By implementing scientific management techniques such as matrix management, agile management, OKR target management, and KPI performance appraisal, Huawei's e-commerce division achieves cross-departmental collaboration, quick market response, and precise performance tracking. The benefit of these management techniques is that, thanks to the matrix management model, regional teams and functional departments can collaborate more effectively to accomplish optimal resource allocation and effective information sharing, particularly when dealing with customer preferences and regulatory requirements in various global market regions. The implementation of Agile management techniques, meanwhile, divides difficult tasks into short-cycle projects (Sprint) to guarantee quick iteration and market adaptability. Regular retrospective meetings are used to compile lessons learned in order to further optimize procedures and boost overall effectiveness. In order to drive execution and goal achievement, Huawei uses the OKR Objective Management System to define quarterly measurable key results, such as growing sales and customer conversion rates, to keep teams focused on the company's strategic objectives. On the other hand, KPI performance appraisals assist management in evaluating team and employee performance using quantitative performance metrics,

such as customer satisfaction, order fulfillment rates, and customer conversion rates, to make sure that business operations are in line with corporate objectives and to inspire the team to continuously increase productivity.

Nevertheless, there are several difficulties in putting these management techniques into practice. For instance, matrix management enhances cross-functional cooperation but also makes communication more difficult, particularly when teams' priorities and goals diverge. This can cause delays in decision-making and lower execution efficiency. Furthermore, while Agile management techniques facilitate prompt responses to market developments, excessive iterations for large projects and long-term strategic objectives may raise team stress and cause project direction uncertainty. While high-intensity KPI assessment may increase employee work pressure, particularly when indicators are not set appropriately, OKR management's short-term orientation may lead teams to focus too much on quarterly goals and neglect the organization's long-term development strategy. Bad rivalry within the team may result, particularly if the indicators are not set sensibly.

Through digital process management, data security and compliance management, talent development and training, and customer experience optimization, Huawei further guarantees the effective operation and long-term growth of its e-commerce platform from an administrative standpoint. By using RPA technology to handle repetitive jobs and automating order processing, CRM, and market data analysis through ERP and CRM systems, digital process management greatly reduces manual processes and boosts overall operational efficiency [62]. This process automation lowers operating expenses while also enhancing the

organization's capacity to react swiftly to changes in the market. However, putting these cutting-edge technologies into practice comes with a hefty upfront cost, and because of their heavy reliance on systems, business continuity could be affected in the case of a system failure. In addition, while the collection and analysis of large amounts of data helps optimize marketing strategies, it also increases data privacy and security risks, requiring stringent compliance management and data protection measures to prevent data leakage and hacking, especially against the backdrop of increasingly stringent data privacy regulations across the globe, which add to the operational costs and management complexity of the enterprise.

In order to keep the team competitive in the quickly evolving e-commerce market, Huawei prioritizes talent management by regularly providing training and career development programs that enhance employees' skills, especially in digital marketing, data analytics, and the use of emerging technologies. In addition to enhancing workers' professionalism, this ongoing education and training also boosts their loyalty and job happiness, which lowers employee turnover. However, these training programs can put a strain on an organization's time management and expense control, and they demand a large time and resource commitment, particularly in quickly growing corporate contexts.

Huawei uses AI-powered intelligent customer support systems, membership rewards programs, tailored promotions, and augmented reality (AR) retail experiences to further optimize the customer experience and foster brand loyalty. Huawei is able to increase customer satisfaction and repurchase rates by using data analytics and artificial intelligence (AI) technology to better understand customer

needs, offer tailored recommendations, and provide quick after-sales support. This customer experience approach, which mostly depends on data and technology, does have some possible drawbacks, though, such as the possibility of data privacy problems with tailored data recommendations. Furthermore, even while the use of technologies like AI and AR enhances the customer experience, an organization's financial standing may be strained by their high initial and ongoing costs.

All things considered, Huawei's use of these administrative and scientific management techniques in e-commerce management has greatly aided in increasing its operational effectiveness and competitiveness in the market. On the other hand, it is also dealing with more complicated management, more pressure from employees, and issues with data protection and compliance. In order to preserve its competitive advantage in the quickly evolving market environment and guarantee the long-term expansion of its e-business platform, Huawei has to constantly optimize on the basis of its current management structure. Huawei will be able to keep up its dominant position in a fiercely competitive market by further optimizing resource allocation, adding automation and intelligent technologies to its management processes, and striking a balance between short-term objectives and long-term plans.

CHAPTER 3

ADMINISTRATIVE ANALYSIS OF HUAWEI'S E-COMMERCE DEPARTMENT

3.1 Optimization of the organizational structure

In 2000, Huawei's process system construction got underway. Huawei recognized that the traditional management style was no longer able to satisfy the demands of corporate development at the time, as it faced the difficulties of rapid expansion and globalization. Huawei made the decision to start building a process system in order to increase the management effectiveness and competitiveness of the business. In order to thoroughly sort out and optimize the company's business processes, Huawei used industry best practices, blended them with its unique business characteristics, and implemented the end-to-end and customer-centricity principles during the development phase. After defining the company's strategic objectives, Huawei organized and integrated its business processes to create a framework for corporate operations. The company's management, support, and key business operations were all covered in this framework, which also succeeded in standardizing and normalizing business processes. Huawei used a range of techniques, including business process modeling, process evaluation, and continuous improvement, in the process of process optimization. By using these techniques, Huawei has been able to locate and fix process bottlenecks and increase the efficacy and efficiency of its operations. A process management department,

process managers, and process specialists are all part of Huawei's extensive process management system. To guarantee that processes run well, these groups and individuals are in charge of process planning, execution, and monitoring.

Three levels make up Huawei's layered process system design: the strategy layer, the management and control layer, and the execution layer. The company's strategic planning, business strategy, and goal-setting are the primary concerns of the Strategy Layer, which forms the foundation of the process system. Senior management is primarily in charge of this layer, making sure that the company's strategic direction aligns with consumer demands¹⁷. The intermediate layer of the process system is called the management and control layer, and it primarily deals with the organizational structure of the business, responsibility allocation, performance management, and resource allocation. The middle management of the organization is primarily in charge of this layer, which makes sure that the strategic goals of the business can be efficiently broken down and carried out. The company's business procedures, operational standards, and workflows are mostly included in the execution layer, which is the foundational level of the process system. In order to make sure that the company's activities are carried out in a systematic way in compliance with the specified procedures and standards, this layer is mostly the duty of the grassroots personnel. Huawei's process system achieves efficient business operations execution, orderly management control, and effective transmission of strategic objectives through layered design. In addition to increasing management effectiveness, this tiered design fosters staff creativity and motivation, which strongly supports Huawei's long-term growth.

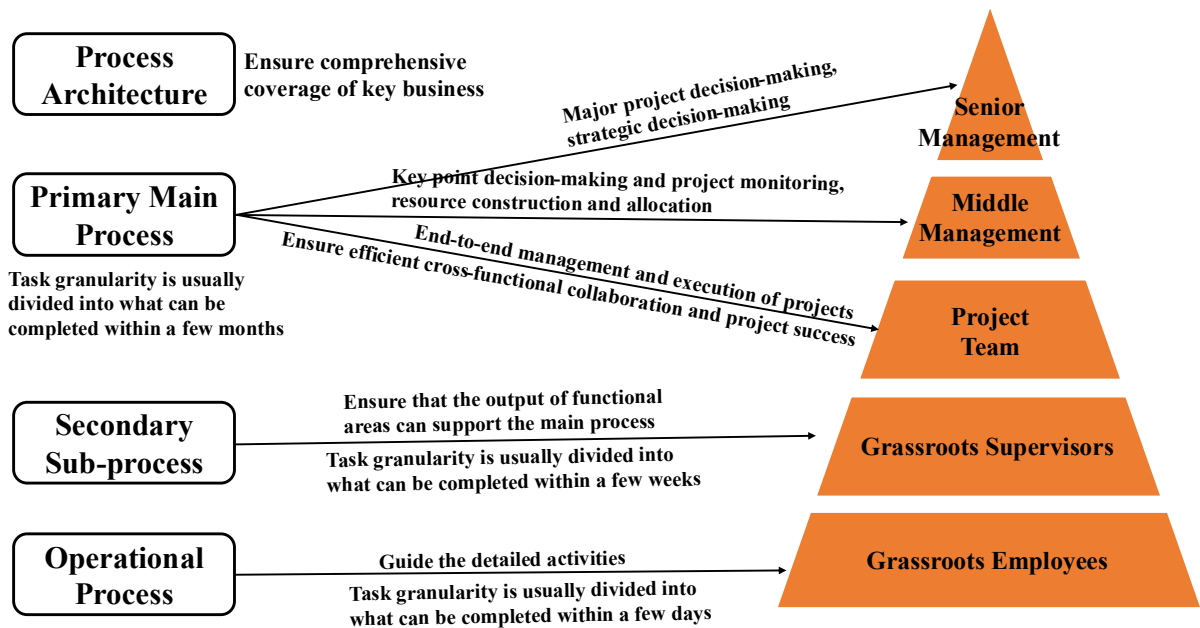


Figure 3.1 - Process Architecture: From Strategy to Execution

Source: generated by the author

The hierarchy of processes and management levels correspond in some way, and the work of various management levels is standardized by means of processes at different levels. Middle and high-level business decision-making and end-to-end cross-functional business management are handled by the first-level mainstream process; functional domain management is handled by the second-level sub-processes to make sure that the delivery of functional domains satisfies the requirements of the mainstream process; and the operations-level process directs the activities at the grassroots level. Project Management, System Architecture, Business Information Management, CRM, IPD, and ISC are the six secondary departments that make up the company-level Process Management Department, which is ultimately in charge of Huawei's processes. Under the purview of the company-level process management department, each secondary department has its

own process management department, which is in charge of developing processes in functional areas to support the cross-business process operation.

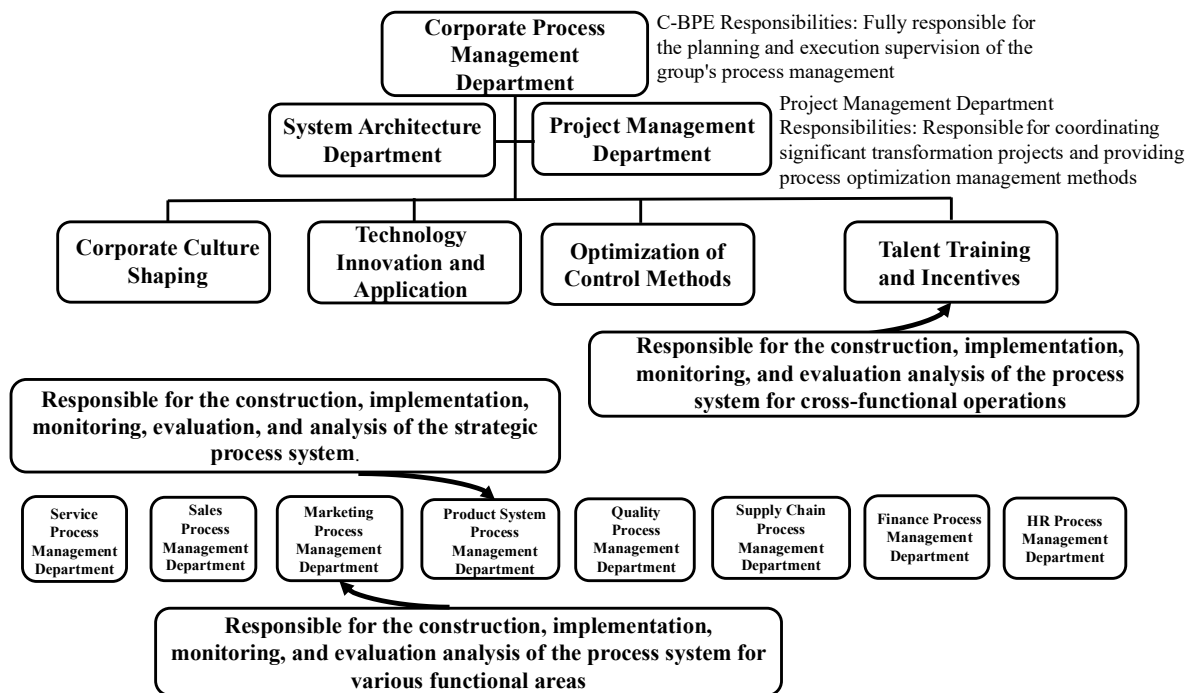


Figure 3.2 - Process Management Structure: Roles and Functions

Source: generated by the author

Because of its vast internal organizational structure, Huawei has made organizational structure optimization a crucial component of its operations, which boosts the company's agility and competitiveness in the market in addition to operational efficiency. Because regional markets differ greatly in terms of culture, customer demands, and market conditions, Huawei's e-commerce division must contend with the issue of international operations. At the moment, Huawei's e-commerce division has some decision-making power concentrated in the corporate office, which slows down response times in each area and makes it challenging to satisfy local demands. Huawei had to refine its management approach, particularly with regard to regional autonomy, decision-making process simplification, and the

creation of cross-functional agile teams, in order to better respond to market changes and enhance overall operational efficiency.

First, one of the main components of management structure optimization is enhancing regional autonomy. Regional teams must be able to react swiftly in local markets due to Huawei's e-commerce division's multinational activities. However, certain regional markets are unable to make timely modifications since decision-making is centralized at headquarters. By creating a defined structure of regional autonomy, Huawei may decentralize decision-making to regional teams and address this issue, particularly with regard to product price, marketing strategy, and customer support. To maintain a fluid information flow, regional teams must report to headquarters on their activities on a regular basis, even though they are free to create strategies based on local needs. This improves overall organizational efficiency by reducing managerial burden on headquarters and increasing each region's flexibility and market adaptability. For instance, Huawei can use the technical assistance and training offered by headquarters to improve the decision-making skills of regional teams and create regional incentive programs based on the market conditions of various areas. With the aid of these enhancements, Huawei's e-commerce business will be able to strike a balance between regional operations and worldwide uniformity.

Second, the secret to increasing the organization's responsiveness is to streamline the decision-making process. The decision-making procedure in Huawei's e-commerce division currently involves a drawn-out approval chain, which makes it less effective, particularly in situations that call for a prompt response,

including inventory deployment and promotional activities. By improving the management level, Huawei can streamline the decision-making process and increase decision-making efficiency. For instance, Huawei may expedite the decision-making process by eliminating superfluous approval connections and cutting the current four-level decision-making chain to three levels. Simultaneously, Huawei's AI technology and big data analysis tools automatically generate decision support reports and track market movements in real time, giving management a precise and scientific foundation for decision-making. Additionally, in certain situations, Huawei can expressly give frontline managers and regional teams permission to act swiftly in response to market developments and prevent lost business opportunities brought on by approval process delays. By implementing these strategies, Huawei was able to decrease internal consumption and increase the effectiveness of decision-making, which allowed the e-commerce division to take advantage of more chances in the fiercely competitive industry.

Lastly, one significant way to increase the effectiveness of Huawei's e-commerce department's collaboration is by forming cross-functional agile teams. Poor interdepartmental coordination is currently a concern in Huawei's e-commerce department when it comes to cross-departmental cooperation projects like new product releases and promotional activities. Based on agile management theory, Huawei may create cross-functional agile teams to reduce interdepartmental obstacles. To guarantee that every functional department can collaborate closely to move the project along swiftly, Huawei can assemble a team of representatives from marketing, technology, logistics, and customer support for any promotional

campaign or new product introduction. Large-scale projects can be divided into short-cycle task iterations so that team members can finish particular tasks within each cycle rapidly. Regular review sessions allow them to evaluate progress and make necessary adjustments to plans. Additionally, Huawei can use cloud-based collaboration platforms to make task distribution and progress monitoring more efficient. At the same time, Huawei can use creative reward systems to encourage team members to communicate well and provide fresh ideas. By taking these steps, Huawei's e-commerce division was able to boost overall competitiveness by accelerating projects and greatly increasing the effectiveness of cross-departmental collaboration⁸¹.

In conclusion, Huawei's e-commerce division was able to enhance administrative procedures and boost overall operational effectiveness by fortifying regional autonomy, simplifying decision-making procedures, and forming cross-functional agile teams. In addition to enabling Huawei's e-commerce division to react more adaptably to shifts in the market, these enhancements also assist the company retain effective decision-making and quick reaction times in its international operations. Throughout the digital transformation process, Huawei was able to further solidify its competitive position in the global e-commerce sector by fusing theory and practice.

3.2 Enhanced digital integration transformation

In order to achieve the long-term sustainable development of the company,

Huawei's digital transformation is centered on promoting the development of management systems and business reshaping through the strategic application of data governance and intelligent technologies. In addition to focusing on management change and organizational and cultural transformation, the transformation process emphasizes the importance of data and the deep integration of business and technology. It also improves the enterprise's operational efficiency, customer experience, and capacity for innovation through digital means. In order to guarantee that digital transformation will successfully support the enterprise's strategic goals, it simultaneously concentrates on management reform and organizational culture transformation. The development of management systems and business restructuring are facilitated by the use of intelligent technology, which ultimately leads to the long-term sustainable growth of the corporation. The transformation process concentrates on management change and organizational culture transformation to guarantee that the digital transformation can successfully support the enterprise's strategic goals. Additionally, it highlights the importance of data and the close integration of technology and business. Lastly, it employs digital tools to enhance the company's capacity for innovation, customer satisfaction, and operational effectiveness. Customer value orientation is its core concept, which means that it should start with the needs and experiences of the customer and use digital technology to maximize their value.

Establishing digital transformation as a central enterprise strategy entails making sure that digitalization becomes a significant component of the organization's strategy, which calls for two assurances to be fulfilled: first,

organizational mechanism transformation, which involves modifying the organizational structure and procedures to facilitate the promotion of the digital transformation within the company; and second, cultural transformation, which entails establishing an environment that fosters innovation and motivates staff members to welcome change and actively engage in the digitalization process.

In this process, there are three core principles to follow: first, customer orientation, always focusing on customer needs to ensure that digital transformation can truly solve customer problems; second, data-driven, using data insights to guide decision-making and optimize business processes; and lastly, innovation-led, driving the continuous iteration of business models and products through technological innovation. Four crucial steps must be taken in order to implement these principles: A digital business model involves investigating and creating new business models, like offering services via online platforms⁸⁶; a digital operating model involves streamlining internal operating procedures to increase productivity and adaptability; third, a digital technology platform, which builds a robust technological infrastructure to support digital transformation projects; fourth, a digital way of working, which alters how workers work and adopts digital technologies to increase job productivity. By taking these steps, businesses can guarantee the success of their digital transformation and keep their top spot in the fiercely competitive market.

Information silos can be removed and information mobility and consistency can be increased by integrating decentralized information systems, according to System Integration Theory. This improves organizational decision-making and operational capabilities. To achieve data exchange and process synergy, enterprises

must use technical ways to connect systems with various functional modules in a fluid manner. By creating an integrated digital e-commerce platform that integrates marketing, sales, customer support, and shipping technologies on a single platform, Huawei may achieve data sharing and process interconnection. In order to integrate its current CRM, SCM, and ERP systems, we offer a robust architecture and strong data processing capabilities using Huawei's own cloud computing and artificial intelligence. We also build a digital platform that covers the entire process, from user orders to inventory provisioning to logistics shipments, making sure that all link data circulates in real time and supporting a variety of business scenarios and large-scale e-commerce transactions. Microservice architecture and API interfaces can also be utilized to provide smooth communication between various digital technologies, minimizing data silos and effort duplication. For instance, docking with logistics partners' systems to obtain real-time updates of order tracking data or linking the e-commerce system with a customer behavior analysis platform to evaluate customer browsing activity in real-time and enhance precision marketing.

At the same time, we must improve our ability to make data-driven decisions. In order to combine consumer, market, and operational data into high-quality data assets that aid in decision-making, we will construct a single "big data center." The Big Data Driven Theory states that an organization's primary asset is the vast amount of data it generates throughout operations. By gathering, storing, processing, and evaluating this data, it may facilitate precise forecasting and scientific decision-making. The "5V" properties of data—Volume, Velocity, Variety, Veracity, and Value—are highlighted by this theory, which also gives special emphasis to high-

value mining and real-time data. The data center can be used by Huawei's e-commerce division to forecast popular products, monitor customer purchasing patterns in real time, and swiftly modify inventory and marketing plans. In order to create a precise user profile that can be utilized to tailor marketing campaigns and recommendations, it can also examine customer click and buy data, which will raise conversion rates and customer happiness. Huawei Cloud's AI services are then used to evaluate sales data, customer behavior data, and market trends in order to create precise prediction models. In order to help management rapidly understand business dynamics and guarantee prompt issue detection and resolution, a real-time data visualization dashboard has been established to track sales, inventory levels, and order fulfillment rates on international e-commerce platforms.

During the phases of business creation and implementation, it is also critical to optimize the digital management of business processes with the use of technology and data. The core of Huawei's management system is the Business Process Architecture (BPA), which aims to increase front-line organizations' combat capability and back-end companies' support capability. Process responsibility system foundation, process construction, optimization and integration guidance, and change and operation management are the three components of BPA's goals.

Process construction, optimization, and integration guidance drives process construction and optimization to achieve process integration; change and operation management paves the way for effective change management and increased operational efficiency; and the foundation of the process responsibility system guarantees that process owners at all levels are accountable for the management and

performance outcomes of the corresponding processes. BPA adheres to a set of guidelines to make sure that procedures closely match the business's strategy and aid in the achievement of strategic objectives.

These principles include defining the person in charge of the process to match authority and responsibility, facilitating the integrated operation of the business and the development of professional capabilities, and thoroughly covering the nature of the business to ensure the integrity of the process architecture. Building a process-oriented organization that specifies roles rather than explicitly defining the organization and positions through the process; directing the process's construction through a hierarchical definition from L1 to L6; adopting a multidimensional architectural vision; adopting a multidimensional architectural viewpoint to assist the accomplishment of strategic goals; and achieving IT integration and data coherence to support the process's integration goals; allowing business units to develop architectural views based on localized needs in order to adapt to various markets and cultural contexts; preserving the stability of the process architecture while making ongoing improvements; and embracing a multifaceted architectural perspective to satisfy the demands of various stakeholders. When taken as a whole, these guidelines guarantee that Huawei's process architecture is robust and adaptable to shifting business conditions.

When using a top-down method, the process must first be constructed as a whole before being broken down into smaller, more specific steps. Although it requires a clear level 0 framework as input, the original process system may have undergone significant modification. This approach can show the overall picture of

the process system, is easy to test and revise, avoids process duplication and overlap, and cannot be connected to maximize the process to ensure that the sharing and reuse are guaranteed. In order to create the higher level processes, the bottom-up strategy necessitates beginning with the detailed processes and then choosing and combining them. Its benefit is the creation of real process-based applications; however, its drawback is that it is impossible to observe the entire process and that it is challenging to create a comprehensive process system due to the challenges of bottom-level merging. Huawei combines the two methods, using a bottom-up method to sort out processes 5 for process matching while considering the completeness of the processes and the choice of business scenarios, and a top-down method to construct process high-level frameworks 1–4.

The main concepts of the process framework clarified - Process Modules VS Specific Processes

	Process Modules (Level 1-4 Processes)	Specific Processes (Level 5 Processes)
Definition	Logical work modules, mainly answering the question "what to do"	Specific description of the operation methods of work modules, mainly answering the questions "how to do it, who will do it, when to do it, and what to use to do it"
Purpose	Form the process framework, guide the construction and setup of specific processes	As an action manual, specifically guiding the daily operation process
Characteristics	- Comprehensive coverage of business - Structured rigorously: process modules have necessary hierarchy and logical relationships, with full coverage having no overlap - Reflect business logic - Does not directly reflect the existing organizational structure and responsibility division, but has guiding significance - Has information such as process business objectives, inputs, outputs, key business control points, and business logic	- Attached under the process modules of the process framework - depending on the scope of the specific process, it can be attached under process modules at different levels - Itself is a flowchart with specific work processes and responsibility definitions

Figure 3.3 Process Hierarchy: Modules and Execution

Source: generated by the author

The highly repetitious duties of order processing and inventory management

can be automated by Huawei's e-commerce department using Robotic Process Automation (RPA) technology. RPA technology increases overall job efficiency by simplifying such repetitious processes. With less manual intervention, Huawei's e-commerce department uses RPA technology to automatically update inventory data, plan replenishments, and send shipment notifications. This automation not only lessens the workload associated with manual operations but also expedites market response. In the meantime, the automated system can be used by the e-commerce department to quickly develop and modify inventory replenishment strategies, replenishment cycles, and promotional discounts during the e-commerce promotional season, greatly increasing operational efficiency.

For Huawei's e-commerce division, increasing departmental collaboration efficiency is essential. Improving efficiency depends on staff cooperation across departments as well as advancements in system hardware. A two-level system, an Iron Triangle project team, and an Iron Triangle system department organization make up Huawei's Iron Triangle model. After that, we mostly examine the Project Iron Triangle. The foundation of Huawei's Iron Triangle model is the project-based Iron Triangle team, which is the simplest structure and represents the company's direct customer-facing and front-line operational unit¹⁰⁸. Resources for all roles in the Project Iron Triangle are sourced from the Systems Department's Iron Triangle organization, which also serves as the foundation for developing the commercial capabilities of the Project Iron Triangle. Huawei's front-line common operational unit that prioritizes customer needs is the Project Iron Triangle team. In order to successfully implement the customer-centered business strategy, a cross-functional

departmental core management team was established based on customers and projects (clusters). It serves as a single point of contact between Huawei and its clients. By taking on all end-to-end duties, from lead management to contract fulfillment, it enhances client satisfaction and experience across the board, achieves high LTC operational efficiency, and boosts project profitability. As a frontline common combat unit that prioritizes customer needs, Huawei's Project Triangle has a membership structure that consists of core members, members of extended project roles, and members of supporting functional positions.

SR (Solution Responsibility, Product/Service Solution Manager), FR (Fulfill Responsibility, Delivery Management, and Order Fulfillment Manager), and AR (Account Responsibility, Account Manager/System Department Head) are essential members. AR is the primary person in charge of the appropriate customer/project (group) triangle, overall planning, building the customer platform, ensuring overall customer satisfaction, meeting business metrics, and competing in the market. As the operation manager or account manager for the system department, he is in charge of overseeing the entire project process and is accountable for the overall performance of the customer and the project. He also leads the customer-focused "iron triangle."

As the person in charge of managing the quality of the entire transaction process, he must be responsible for lead management, opportunity point management, risk identification of the customer base, contract signing quality control, contract fulfillment quality monitoring, project work delivery, project revenue, and payback. As the developer and executor of customer base planning, he

must also do market insight, target and strategy development, planning execution and adjustment, brand building, etc.; as the leader of sales projects, he must set up the team, target and strategy development, monitoring and execution, and competition management. Planning, developing, managing, and other aspects of customer relationships must be done well as part of the establishment and administration of a customer relationship platform. From the perspective of the solution, SR is the customer or project (group) of the entire product branding and solutions of the first responsible person. The customer group solutions are in charge of the business objectives. Among its duties are: communicating with customers; exploring opportunities; facilitating the conversion of opportunities into projects; achieving market breakthroughs; comprehending and managing customer needs; formulating customized solutions; directing the development of solutions; coordinating the development of customized solutions and promotion; and guaranteeing the competitiveness of the solution; in the instance of the CXO (the name "CXO" refers to the middle and senior management of a company, including the Chief Operating Officer, Chief Executive Officer, and Chief Executive Officer), and important technological levels in the conversation, offer help at the solution level, add value for the customer, and win their trust. The first person in charge of the customer's or project's (cluster) total delivery and service is FR. Supporting the project's pre-sales efforts, overseeing overall customer satisfaction and delivery and service, managing the delivery and service operation index, and developing the delivery and service side customer relationship platform to facilitate the landing of the representative office's various businesses are among the duties. He is in charge

of delivery management customer satisfaction, which includes providing customers with timely, accurate, high-quality, and low-cost deliveries and taking the lead in project delivery satisfaction; he is also in charge of delivery operational targets, which include revenue, delivery cost rate, ITO, and ultra-long term unbilled; and he is in charge of contractual delivery, which entails controlling key terms of the contract, contract negotiation, contract handover, contract performance and change, invoicing, and other aspects of contract management for the purpose of improving project contract and performance quality, as well as encouraging contractualized delivery to customers. A delivery resource manager is in charge of managing delivery resources on a daily basis, including forecasting the project's business volume and forecasting, planning, and deploying the demand for delivery resources. As a delivery project manager, he is also in charge of monitoring and problem escalation, early warning of delivery projects, improving the operation level and network operation quality of delivery projects, as well as customer satisfaction and delivery success of delivery projects. For the Iron Triangle Model to function effectively, the Account Manager (AR), Solution Manager (SR), and Delivery Manager (FR) must be customer-focused and coordinate and carry out their respective duties.

Specific duties and key changes of AR, SR, and FR

AR Responsible for overall customer relationships and profitable sales	SR Responsible for technology and service solutions	FR Responsible for customer satisfaction in contract fulfillment
Customer Relationships - Responsible for establishing and maintaining customer relationships - Manage customer expectations in various opportunity activities Profitable Sales - Drive profitable sales and ensure contract success - Responsible for financial estimates and forecasts, pricing strategies, financing strategies, terms, and related risk identification - Develop contract negotiation strategies and lead contract negotiations - Ensure transaction and PO signing, payment collection, and final payment collection	Customer Technology and Service Solutions - Responsible for solution strategy, planning solutions, ensuring solution quality, overall quality of bids, and enhancing competitiveness - Develop appropriate solutions that meet customer needs and guide customers to accept our solutions - Ensure that solutions are aligned with Huawei's product/service portfolio and strategy - Prepare quotation lists, identify solution risks, and risk mitigation measures - Responsible for resolving issues related to technology and service solutions with customers - Support the maintenance of customer relationships	Fulfillment and Delivery - Overall responsible for contract fulfillment, project management, and service delivery - Lead DPM to coordinate the fulfillment team for early involvement in the pre-sales stage to ensure contract quality and deliverability - Responsible for contract execution strategies and the identification and mitigation of related risks - Ensure successful contract fulfillment (including invoicing), ensuring that both Huawei and the customer have fully fulfilled their contractual obligations - Responsible for resolving disputes with customers during fulfillment

Figure 3.4 - AR, SR, FR: Key Roles in Customer Engagement

Source: generated by the author

The account manager is the first accountable member of the Iron Triangle team. The delivery manager, solution manager, and account manager collaborate fully, and the three task objectives are the same—the idea of oneness. The distance between the three corners of the triangle (the role of responsibility) can be determined by the project's LTC process progress and the real requirement for adjustment. Second, the customer organization and the iron triangle team must align. In order to organize the customer's business processes and sort out all of the important customers and roles on the process, it is necessary to have a thorough understanding of the customer's organizational chart and be familiar with its departments, positions, jobs, permissions, and operational procedures. Third, do role transformation well. Account managers must transition from their previous roles as sole sales representatives to integrated business managers; solutions managers must

transition from selling products to selling integrated solutions; and delivery managers must shift from delivering projects to serving customers and ensuring their happiness. The final achievement of a win-win scenario with clients. Fourth, the Iron Triangle organization has the authority to improve frontline decision-making's timeliness and flexibility. Alongside the Iron Triangle organization's implementation, Huawei has unveiled the project-based authorization system, which enables the Iron Triangle to advance decision-making, raise the front line's level of decision-making, and make sure it can react swiftly to market competition and customer demands. Project-based authorization means that in addition to the basic authorization (which is represented by the four aspects of authorization: contract profitability, contract cash flow, customer credit line, contract terms, etc.), the project triangle bases its decisions on the project's level. This includes decisions about the project's establishment, bidding, signing, changes, and closure. If the authorization is exceeded, an application for approval must be made in accordance with the protocol. In order to mobilize the energy and inventiveness of the front-line team, the project-based authorization increases the flexibility of front-line decision-making and establishes consistency between the decision-maker and the carrier of assessment indicators. In order to guarantee that the Iron Triangle system is successfully implemented and put into use, Huawei's project Iron Triangle operation team, functioning as an independent business unit, has significant rights within the authority and budget allotted by the company. These rights include management, bonus allocation, resource scheduling, decision-making on pertinent major issues, and commitment to members' performance goals and key performance indicators.

The organization's departmental boundaries can be broken down with the use of the Iron Triangle, allowing for efficient team communication and a quick reaction to client needs. Since Huawei's Iron Triangle is the smallest combat unit, it has the necessary power and resources and operates independently, which promotes team cohesion, uniformity in pace, and the mobilization of energy and innovation. By taking these careful steps, Huawei's e-commerce division has improved operational efficiency, cut expenses, and automated and digitalized procedures. Such enhancements will assist Huawei's e-commerce division in preserving its competitive edge and providing gentler, more effective customer service in the fiercely competitive e-commerce sector.

3.3 Promoting talent and innovation

Strategic HR management, HR system construction, talent development system construction, and organizational development and transformation are the main themes of Huawei's HR and talent management thematic directions. In addition to encouraging the general growth of talent and the ongoing advancement of the firm, these guidelines cover every facet, from strategic planning to actual implementation, guaranteeing that HR management is well aligned with the company's entire strategy. In particular, Huawei prioritizes talent management through the development of assessment technologies, the establishment of evaluation and development centers, the assessment of talent, the building of organizational competencies, and the preservation of organizational health. Target and performance management, as well

as compensation and incentive systems, are implemented by Huawei with an emphasis on employee engagement, corporate culture development, and value nurturing. Furthermore, Huawei prioritizes cultural transformation and leadership development in addition to increasing the effectiveness of HR operations through digitization.

The most crucial element in Huawei's ability to achieve rapid growth in a highly competitive market is innovation. Innovation has emerged as the primary driver of high-quality development for businesses in the current environment of aggressively pursuing new quality productivity. The development of creative organizations and systems to support human resources is inextricably linked to the creativity of businesses. Talent and organization are key determinants of innovation. In order to preserve organizational flexibility and agility, Huawei continuously modifies its organizational structure in accordance with business developments and market shifts. The company is skilled at both organizational change and innovation.

Huawei places a strong emphasis on developing talent and has set up a thorough talent ladder to guarantee that there is a sufficient pool of candidates for important roles and technological domains. By giving its employees more autonomy and space for invention, as well as training and development opportunities, Huawei fosters their potential and creativity. Being a multinational corporation, Huawei employs a globalized talent strategy, drawing in and making use of exceptional talent from all over the world to further the company's global expansion. In the course of globalization, Huawei places a strong emphasis on cultural integration, values workers from various cultural backgrounds, and encourages cooperation across

varied teams.

At Huawei, talent management is important. For Huawei, determining how to consistently raise the ROI (Return on Investment) of human resources has become difficult. The following three programs allow Huawei to cultivate talent from the standpoint of talent lifecycle management. First, since the international maximum limit of the talent recruiting recognition rate is 80%, the percentage of employees fired or transferred during the probationary term should not be less than 20%. The return on investment of the company's human capital will undoubtedly be lower if this fundamental ratio is not followed because there will undoubtedly be some non-performing assets entering the business. The loss this results in is not a personal expense, but rather the high cost of deteriorating organizational effectiveness. For workers who have worked for the company for one to three years, the top management comes in second. Workers with one to three years of experience are in a pivotal stage when the return on investment in human capital changes from negative to positive (around two years for Huawei). The top 30% of exceptional talent are assessed using the objective evaluation approach based on value contribution, and they receive special treatment and growth chances. Since human capital is more valuable than financial capital and only by making talent mobile can we achieve the dynamic and optimal distribution of talent, allowing human capital to reach its full potential, talent mobility is more significant than capital mobility. Huawei defaults to a term of no more than three years in any position.

It is quite challenging to consistently increase the return on investment (ROI) of human capital from the standpoint of an organization's talent operation and

management system. Nonetheless, Huawei has embraced a "three-in-one" approach to talent management, which includes effective incentives, expedited talent training, and precise talent selection.

The selection and distribution of talent is known as accurate talent selection. The enterprise's opportunity cost is the largest expense associated with talent selection, not the cost of hiring. Since 1998, Huawei has implemented STAR (S-Situation, T-task, A-action, R-result, the description of significant behaviors in the past helps us accurately assess the candidate's attributes and skills). The structured behavioral interviewing technique known as STAR may successfully remove the majority of human factors and raise the recognition rate of general businesses by 60%. The average business may raise its talent discovery rate to more than 60% thanks to it. Companies should also learn how to build the greatest team in addition to choosing the best individual talent, so that the core talent division of labor is more reasonable¹¹⁵.

Generally speaking, enterprise expansion will outpace talent growth, particularly throughout the enterprise change transition phase. Since Huawei and other top companies have made significant investments in talent, it is vital to fully consider increasing the effectiveness of talent training investments. However, statistics show that the return on investment of talent training, including training, in Chinese enterprises is only 10%–20% of that of U.S. enterprises. Career planning is one of the first things that needs to be done to speed up the development of employee capabilities. The first Chinese business to implement the "five-level dual-channel" qualification scheme was Huawei. (note: it is now a five-level three-channel, with

the addition of a horizontal job category - project management).

"Five-Level Dual-Track" Qualification System

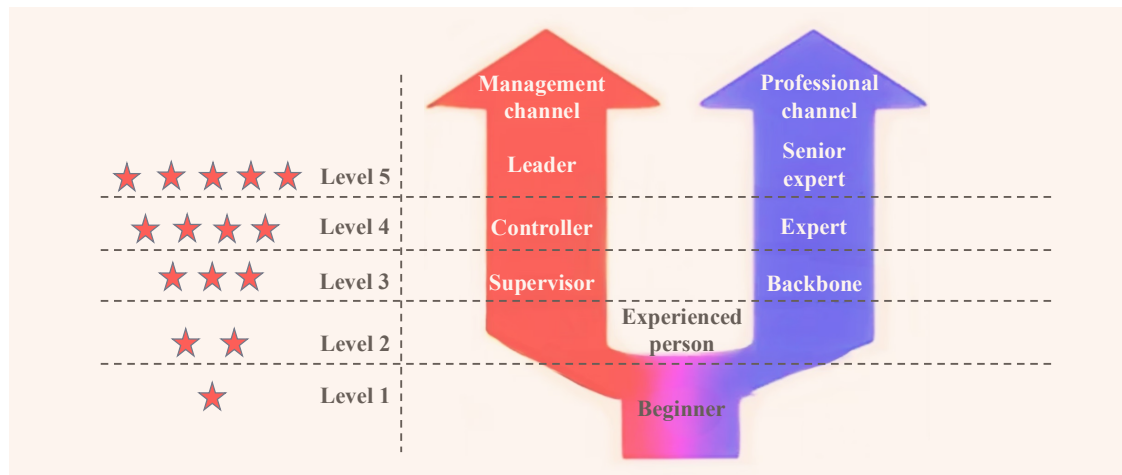


Figure 3.5 - Five-Level Dual-Track Career Framework

Source: generated by the author

Salary, bonuses, TUP distribution, and virtual share earnings currently make up the earnings of Huawei employees. Prior to 2014, Huawei lacked TUP and had three releases. The answer to the question of "for whom?" and "long-term communities of interest" has been gradually introduced over the last ten or so years through the use of virtual restricted shares. However, its negative impact is becoming increasingly apparent in the modern era: the emergence of a sizable class of profit-eaters who deceive, do no labor, and merely receive compensation. Here, Huawei awards TUPs to youth who have demonstrated exceptional accomplishments. One variation of Huawei's medium- to long-term employee incentive scheme is TUP (Time Unit Plan) allocation. Through the deferred distribution of cash rewards, it gives employees the right to collect earnings; however, these earnings must be

progressively realized over the next N years and may be correlated with performance. TUP is distinguished by its performance-based deferred allocation and incremental dividend rights that increase annually, which are especially appropriate for new hires and serve to incentivize staff members. According to Huawei, the key to incentives is expectation management; workers consider the difference between their own expectations and the whole amount of compensation rather than the total worth of the compensation. Humans are naturally greedy, and Huawei's biggest contribution to incentives is to rationalize employees' expectations.

The next issue Huawei is facing is how to control employee expectations. Prior to the assessment's fundamental ratio of 10% of A, 40% of B, 45% of C, and 5% of D, which makes it difficult to meet the goals, Huawei insists on setting difficult objectives. It is quite difficult to get A because the condition is to surpass the objective, and the target is difficult. You receive less A the higher you go. Nearly 50% of Huawei's workforce has a C rating. Since Huawei has a very difficult target value, the whole reward package is likewise very big, even if the company's target attainment rate is between 70 and 80%. Employees that receive Bs and Cs (about 85% of all employees) discover that they have not met their goals, but they also discover that they have received a sizable bonus. Employees will feel "guilty" when they receive the money in this fashion, which will encourage them to put in extra effort in the upcoming year.

Huawei's e-commerce business is able to consistently foster talent and innovation by establishing a solid talent pipeline, fostering an innovative culture, allocating resources as efficiently as possible, and putting initiatives on hold. In

addition to improving administration, these actions assist Huawei in sustaining its competitive edge in the telecom sector's e-commerce market and achieving long-term sustainable growth.

CONCLUSIONS

Following an in-depth analysis, this study presents several recommendations based on the key attributes of enterprise competitiveness:

1. It is evident that product competitiveness and enterprise competitiveness are interdependent and play a critical role in the sustainability and growth of a business. A company's standing in a competitive market is directly influenced by the quality and performance of its products, alongside its strategic economic approaches, which shape its overall market position.
2. Enterprise competitiveness is shaped by both internal and external elements. Internal factors encompass resource efficiency, financial stability, and business performance metrics, while external influences include political risks, the distribution infrastructure within a region, and the competitive landscape of the industry.
3. This research employs principal component analysis, utilizing SPSS19.0 software to evaluate enterprise competitiveness systematically, offering a data-driven assessment method.
4. Empirical evidence indicates that agricultural productivity in Henan Province is steadily increasing, leading to enhanced competitiveness among agricultural enterprises. While this sector exhibits strong market potential, a more comprehensive evaluation of business operations is required to further elevate its competitive position. Enterprise competitiveness is a multifaceted concept that

encapsulates overall performance, market standing, and comparative success over a given timeframe.

5. To bolster product competitiveness, enterprises should adopt strategies such as optimizing resource allocation, investing in technological advancements, refining production methods, and improving labor organization. Strengthening these aspects will significantly enhance a company's market position.

6. Enhancing product quality is a fundamental factor in strengthening market competitiveness. Ensuring the production of high-quality goods that align with consumer expectations is essential. Various approaches can be utilized to maintain product quality, as its continuous improvement is a key driver of business success.

7. The digitalization of enterprise management should prioritize production process optimization, including automation, integrated mechanical-electronic systems, and intelligent manufacturing solutions. The application of digital technologies across all operational stages facilitates energy efficiency, cost reduction, and productivity enhancement.

8. By implementing these strategic measures, enterprises can reinforce their market competitiveness, drive innovation, and adapt to evolving economic environments. A robust administrative management system will provide a strong foundation for sustainable business growth, enabling companies to remain agile and resilient in an increasingly dynamic global market.

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APPLICATIONS



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МАТЕРІАЛИ

II Міжнародної науково-практичної конференції
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 сфери в умовах глобалізації економіки: безпека,
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МАТЕРІАЛИ

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Стратегічний менеджмент агропродовольчої сфери в умовах глобалізації економіки: безпека, інновації, лідерство: матеріали II Міжнародної науково-практичної конференції, 27 вересня 2024 р. Полтава : ПДАУ, 2024. Том 1. 353 с.

У матеріалах конференції розглядаються безпекові та інноваційні особливості стратегічного менеджменту агропродовольчої сфери в умовах актуалізації лідерства в глобальній економіці; практичні рекомендації щодо адаптації, протидії ризикам та підвищення ефективності розвитку суб'єктів господарювання.

Збірник розрахований на науково-педагогічних працівників, аспірантів, здобувачів закладів вищої освіти, фахівців-практиків.

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THE NECESSITY OF ENHANCING CORPORATE MANAGEMENT EFFICIENCY AND COMPETITIVENESS OF TECHNOLOGY COMPANIES: A CASE STUDY OF HUAWEI TECHNOLOGIES CO. LTD.

In the fiercely competitive global technology market, companies must continuously optimize their management efficiency and sustain competitiveness to remain at the forefront. This paper explores the imperative of enhancing both efficiency and competitiveness, using Huawei Technologies Co. Ltd. as a case study. Key strategies such as organizational structure optimization, strategic management, sustainable competitive advantage, lean administrative practices, and knowledge management are presented as vital for improving corporate performance.

The structure of an organization significantly influences its agility in responding to market dynamics. Research has consistently shown that a flexible organizational design facilitates quicker decision-making and improves the allocation of resources[1]. Huawei's transition from a rigid hierarchical structure to a matrix-based system has granted its departments greater autonomy, leading to a notable improvement in overall efficiency [2]. This structural shift has enabled Huawei to make faster, more informed decisions, positioning it well to adapt to global market fluctuations[3].

Strategic management is another cornerstone of maintaining competitive advantage, particularly in the fast-evolving technology sector. Firms must ensure that their strategic initiatives are aligned with both current market demands and emerging technological trends[4]. Huawei's emphasis on securing a leading role in the global 5G market, alongside its expansion into cloud computing and artificial

intelligence, has been pivotal in maintaining its competitive edge[5]. By consistently investing in research and development (R&D), Huawei has ensured its position as a leader in technological innovation, despite external challenges such as international trade barriers[6].

Sustainable competitive advantage (SCA) is a critical element for long-term corporate success. A strong SCA enables companies to thrive even in the face of fierce competition. Studies indicate that innovation, customer-centric strategies, and efficient supply chain management are essential in building a lasting competitive advantage. Huawei's unwavering commitment to producing high-quality products, coupled with its responsiveness to customer feedback, has considerably strengthened its market position.

Lean administrative practices, which aim to minimize inefficiencies and streamline operations, have also played a significant role in Huawei's corporate management strategy. The adoption of lean principles has enabled Huawei to automate routine administrative tasks, optimize workflow, and reduce operational costs [7]. By doing so, Huawei has improved its global operational efficiency, allowing it to scale more effectively while maintaining minimal waste.

Knowledge management (KM) is fundamental to fostering innovation and ensuring sustained competitiveness. Effective KM systems enable the sharing and application of critical knowledge across an organization, which in turn drives innovation [8]. Huawei's substantial investment in its KM infrastructure has fostered a culture of continuous learning and cross-departmental collaboration. This not only enhances the company's absorptive capacity but also ensures that it remains agile in the face of evolving industry trends. By promoting a knowledge-driven culture, Huawei has managed to retain its position as a technological innovator.

Nevertheless, Huawei continues to face external challenges, including regulatory constraints and geopolitical risks [9]. To sustain its competitive advantage, the company must further integrate advanced technologies such as artificial intelligence and data analytics into its management systems. In the future, Huawei's ability to effectively navigate these external challenges, while simultaneously enhancing internal efficiencies, will be crucial for maintaining its global leadership.

In summary, the enhancement of corporate management efficiency and competitiveness is crucial for technology companies like Huawei Technologies Co. Ltd. Through the optimization of organizational structures, alignment of strategic initiatives with market trends, maintenance of sustainable competitive advantages, application of lean management practices, and the reinforcement of knowledge management systems, Huawei exemplifies how technology firms can achieve sustained success in the global marketplace.

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**СУМСЬКИЙ НАЦІОНАЛЬНИЙ АГРАРНИЙ УНІВЕРСИТЕТ
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ГЛОБАЛІЗАЦІЇ»**

19 листопада 2024 р.

м. Суми



Сумський національний
аграрний університет



МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
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«Стратегічні пріоритети розвитку бухгалтерського обліку, аудиту та оподаткування в умовах глобалізації» (19 листопада 2024 р., м. Суми)

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неправильне оцінювання може призвести до викривлення фінансових показників, зокрема собівартості, амортизації та податкових зобов'язань, що суттєво вплине на загальний фінансовий результат підприємства.

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ADMINISTRATIVE MANAGEMENT OF THE ENTERPRISE: A CASE STUDY OF HUAWEI TECHNOLOGIES CO. LTD

Administrative management aligns an enterprise's resources, processes, and operations with strategic goals, ensuring smooth operations and adaptability. Huawei Technologies Co. Ltd. exemplifies effective administrative management by integrating planning, organizing, leading, coordinating, and controlling across global operations. This model allows Huawei to maintain operational efficiency and strategic alignment in a competitive market.

Huawei's administrative management draws from classical theories, such as Henri Fayol's five management functions. Strategic planning plays a crucial role, with Huawei allocating over 10% of its revenue to research and development (R&D) in 5G and artificial intelligence (AI) to stay ahead of technological trends [1]. Organizing operations efficiently through a hybrid model—combining centralized strategy with decentralized decision-making—ensures responsiveness across regions[5, p. 54].

Leadership fosters innovation through continuous learning and employee empowerment. Huawei's leadership programs encourage initiative, supporting the

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company's efforts to navigate challenges such as trade restrictions and supply chain disruptions. Coordination between departments is strengthened through AI-powered platforms and cloud-based tools, enhancing real-time collaboration across teams [4, p. 815].

Controlling operations involves tracking performance through key performance indicators (KPIs) and AI analytics, allowing Huawei to implement corrective actions promptly (Ngai et al., 2020). Huawei's adaptive management has proven vital in mitigating the impact of U.S. trade sanctions by accelerating the development of proprietary technologies like HarmonyOS and restructuring supply chains [3, p. 64]. Digital transformation is a central element of Huawei's strategy, integrating IoT, big data, and AI to streamline workflows and enhance decision-making. Sustainability is also embedded in administrative practices, with Huawei adopting eco-friendly technologies to enhance environmental responsibility and market competitiveness [2, p. 350].

In conclusion, Huawei's administrative management model ensures strategic alignment, operational efficiency, and adaptability. As the global technology landscape evolves, the company's ability to maintain effective administrative management will be key to sustaining market leadership and competitiveness.

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