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QUALIFICATION WORK

Education Degree - Master

**on: The main directions of the development of modern
principles and methods of management in a changing
competitive environment**

Completed:

student of

073 «Management» (EP «Administrative Management»)

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SUMY NATIONAL AGRARIAN UNIVERSITY

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TASK

on qualification work for student

Wang Jie

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This paper explores the main directions in the evolution of modern management, analyzing trends driven by technological advancement, globalization, market uncertainty, and intensified competition. First, the paper emphasizes the importance of agile management and digital transformation, highlighting the need for businesses to enhance operational efficiency through flexible organizational structures and digital tools.

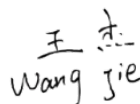
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CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	<i>December, 2023</i>	
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	<i>December, 2023</i>	
3	Preparation and presentation of draft of the first chapter of the thesis	<i>February 2024</i>	
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	<i>March 2024</i>	
5	Making the theoretical part of the thesis, summarizing the analytical part	<i>April 2024</i>	
6	Design options improve the research problem	<i>May 2024</i>	
7	Completion of the project part of the thesis, design chapters	<i>May 2024</i>	
8	Previous work and its defense review	<i>December, 01-02 2024</i>	
9	Checking the authenticity of the thesis	<i>February, 20-28 2025</i>	
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SUMMARY

Wang Jie. The main directions of the development of modern principles and methods of management in a changing competitive environment.

Master's thesis in the specialty 073 «Management», EP « Administrative Management» SNAU, Sumy-2025- Manuscript.

In today's rapidly changing environment, the continuous development of management principles is key to business success. This paper explores modern management trends driven by technology, globalization, market uncertainty, and competition. It emphasizes agile management and digital transformation, highlighting the need for flexible structures and digital tools to boost efficiency. It also underscores innovation management and collaborative culture, where fostering innovation and teamwork enhances competitiveness. Additionally, it discusses integrating sustainable development, stressing the balance between economic performance and social responsibility. By analyzing these trends, the paper provides theoretical and practical insights for effective management strategies in a dynamic landscape.

Keywords: agile management, digital transformation, innovation management, culture of collaboration, sustainable development, social responsibility, competitiveness.

АНОТАЦІЯ

Ван Чжі. Основні напрями розвитку сучасних принципів і методів менеджменту в мінливому конкурентному середовищі.

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

У сучасному середовищі, яке швидко змінюється, постійний розвиток принципів менеджменту є ключем до успіху бізнесу. У цьому документі досліджуються сучасні тенденції управління, зумовлені технологіями, глобалізацією, ринковою невизначеністю та конкуренцією. Він наголошує на гнучкому управлінні та цифровій трансформації, підкреслюючи потребу в гнучких структурах і цифрових інструментах для підвищення ефективності. Це також підкреслює управління інноваціями та культуру співпраці, де сприяння інноваціям і командній роботі підвищує конкурентоспроможність. Крім того, обговорюється інтеграція сталого розвитку, наголошуючи на балансі між економічною ефективністю та соціальною відповідальністю. Аналізуючи ці тенденції, стаття надає теоретичні та практичні ідеї щодо ефективних стратегій управління в динамічному ландшафті.

Ключові слова: гнучке управління, цифрова трансформація, управління інноваціями, культура співпраці, сталий розвиток, соціальна відповідальність, конкурентоспроможність.

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INTRODUCTION

In a constantly evolving and increasingly competitive global marketplace, organizations across all industries face significant challenges. These include rapid technological advancements, shifting consumer preferences, economic volatility, and heightened competition. To remain resilient and foster growth, companies must adopt modern management principles and innovative methods that allow them to navigate and adapt to these dynamic changes effectively. This thesis focuses on the development of modern principles and methods of management that are essential for organizations to succeed in this highly competitive environment.

The primary objective of this thesis is to explore the key directions in the development of contemporary management practices and their adaptation to an ever-changing competitive landscape. The study will examine how businesses can leverage agile management, innovation-driven strategies, and digital transformation to stay ahead of competitors while addressing challenges related to market uncertainties. By analyzing modern decision-making frameworks and integrating both qualitative and quantitative management models, this research aims to contribute to the evolving field of management science, particularly in relation to competitive strategy.

To achieve this objective, the thesis will address the following key goals:

1. Analyze the theoretical foundations of modern management principles: This will involve exploring the evolution of management theories, identifying the current trends in management thought, and assessing how these principles apply to organizations operating in competitive industries.

2.Examine decision-making processes in a competitive environment: This section will explore the principles and stages of decision-making in modern organizations, the role of leadership and innovation, and how external market forces and internal dynamics influence these decisions.

3.Identify and evaluate methods for enhancing management efficiency: Special emphasis will be placed on the use of agile management techniques, digital tools, and optimization models that can help organizations streamline operations, reduce inefficiencies, and foster innovation.

4.Conduct case study analyses of leading companies in competitive markets: This will include examining companies that have successfully implemented modern management strategies, identifying key practices, and assessing areas for improvement.

5.Propose new management strategies for sustaining competitiveness: Based on the findings, the thesis will offer recommendations for adopting modern management methods, with a focus on agility, innovation, and sustainability to help organizations thrive in the face of competition.

The object of this study is the management processes of organizations operating in competitive industries, with a focus on strategies that enhance adaptability and long-term competitiveness. The subject of the study is the application of modern management principles and methods in response to changing market conditions.

This research holds potential application for a wide range of industries facing intense competition. By adopting the proposed management strategies, organizations can enhance their decision-making processes, improve operational efficiency, and sustain long-term growth in an unpredictable global environment.

The information base of the research includes academic literature from leading experts in management theory, competitive strategy, and organizational behavior, as well as case studies and market reports from companies in highly competitive sectors.

The Practical Significance of the Results. The research findings can serve as a foundation for further studies on modern management principles, organizational structure optimization, and strategic decision-making in a competitive environment. The results provide practical recommendations for improving business adaptability, fostering innovation, and enhancing operational efficiency. The applicability of this study is confirmed by its implementation in real-world business practices.

Personal Achievements in Master's Degree. The results of the study presented in this Master's thesis are independent developments and recommendations formulated by the author. The research on organizational structure optimization and business management strategies is reflected in six scientific papers relevant to this field. The findings contribute to enhancing enterprise competitiveness and offer practical insights for business leaders and management professionals.

The Structure and Scope of Work. This master's thesis includes 2 tables and 11 figures, which illustrate key concepts, data analysis, and strategic recommendations. The study is based on 50 references, including academic articles, books, and case studies, ensuring a strong theoretical and empirical foundation. The research methodology integrates qualitative and quantitative approaches, combining theoretical exploration with practical case studies to enhance applicability in both academic and business contexts.

CHAPTER 1

DISCUSSION ON THE HISTORY AND CORE IDEAS OF MANAGEMENT EVOLUTION

Since the existence of human organizations, management has emerged as one of the most crucial activities in various human endeavors. Before the 19th century, management practices were largely based on experience. It wasn't until the late 19th century that Taylor began quantifying management, gradually transforming it from an experiential practice into a science. The 20th century witnessed the establishment, development, and widespread application of management science, which led to unprecedented progress in human society. Today, management has become a productive force, standing alongside land, capital, and labor as a critical factor of production. Swiss economist Kindleberger once pointed out, "The 19th century was the century of industry, and the 20th century will go down in history as the century of management" [12].

The advent of the 21st century is not merely a transformation in time; it also signifies the beginning of a new era in human history. To meet the demands of this era, more advanced management science is needed, and both the form and content of management science are bound to change [9]. The issue of fairness has become a key challenge in management in this era. In the face of the significant historical changes in contemporary society and the requirements for economic and social development in the 21st century, the concept of fair management has gained increasing appeal due to its timeliness and global significance.

The evolution of management theory has been driven by different assumptions about human nature, starting with the "economic man" assumption, progressing through the "social man" hypothesis, the "self-actualizing man" hypothesis, the "complex man" assumption, and eventually arriving at the "knowledge man" and "network man" assumptions. This evolution has given rise to classical management theory, behavioral science theory, and modern management theory.

Classical management, also known as scientific management, is represented by figures such as Taylor and Fayol. It is rooted in the assumption of "economic man," focusing on the pursuit of profit maximization, often neglecting the human aspect in favor of a material focus [3]. The essence of classical management is a material-centered approach. Influenced by the classical economic assumption of the "rational economic man," it views humans as "economic animals" driven by the pursuit of material wealth. In this view, people work for money and live for material needs. According to this perspective, employees work solely to gain economic benefits, with larger rewards leading to greater motivation. Satisfying people's material desires is seen as the key to mobilizing their enthusiasm.

Taylor's scientific management theory, particularly his incentive systems like piece-rate wages and bonus schemes, was designed to maximize workers' economic gains. However, since both workers and employers sought profit maximization, conflicts of interest inevitably arose between labor and capital. Taylor believed that the key to resolving these conflicts was through a "mental revolution," encouraging both parties to pursue a psychological transformation to achieve mutual benefit [21]. Under this material-centered approach, management viewed organizations as machines, and

employees as components within those machines. Max Weber's bureaucratic management theory exemplified this approach, treating workers as mere cogs in a well-oiled organizational machine. This type of management dehumanized workers and reduced the consideration of human factors to a minimum. Based on these ideas, classical management primarily used material incentives to motivate employees while largely ignoring their psychological and emotional needs. Even Taylor, known as the "father of scientific management," treated people as tools, failing to distinguish clearly between the management of materials and people [34].

When management was first born, the problem it had to solve was quite realistic, which was to improve production efficiency and reduce the amount of social labor required by enterprises by finding and applying scientific management means and methods. Whether it was Taylor and his followers, or Fayol and Weber, although their theoretical perspectives and academic views differed, these outstanding representatives of classical management all regarded scientific management as a method and means to pursue and improve work efficiency. Taylor's research on efficiency was mainly carried out through the standardization and scientificization of on-site operations. Taylor gave a not very strict but scientific definition of management: "Know exactly what you want workers to do, and then try to get them to do it in the best and most economical way." The management method represented by Taylor is called "Taylor System". In "Taylor System", whether it is abstract management principles and theories or specific management methods and techniques, they all directly target the core of efficiency [35]. Task management is the core theoretical section of scientific management, which mainly revolves around improving efficiency. "Time-action" research best reflects the essence of

Taylor's scientific management. Through observation and experimentation, Taylor used the actions of the most efficient "first-class workers" as a model and eliminated the wrong, ineffective and slow actions. At the same time, the working tools and working environment were standardized and improved. On this basis, the efficiency of the "first-class workers" was established as the standard for promotion in the operation, instead of taking the average value of the operation time as the benchmark [7]. This is the scientific nature of the "Taylor system". Because the average time is used as the benchmark, the goal of improving efficiency cannot be achieved, and the original intention of scientific management cannot be realized [14]. Since the Taylor system focuses on using scientific methods to train workers to become "first-class workers" who can exert the highest labor efficiency, the improvement of efficiency is by no means an increase in labor intensity, but a result of benefiting from scientific management. The motivation for workers to operate according to the standard is provided by the incentive wage system. Taylor proposed that if workers reach or exceed the quota, they will be paid at a "high" wage rate; otherwise, they will be paid at a "low" wage rate, so as to urge and encourage workers to complete and exceed the quota.

The French management scientist Fayol, although his management theory focuses on the entire enterprise and focuses on studying the management functions such as planning, organization, command, coordination and control in the management process, still aims to improve the efficiency of the enterprise [43]. Based on his many years of experience in senior management of enterprises, Fayol proposed fourteen management principles, among which the principles directly related to efficiency issues include division of labor, concentration, hierarchy, etc. Compared with Taylor, Fayol considered

more about the impact of the formal structure of the organization on efficiency. He believed that the external form of the organization, that is, the external structural form of the organization, is determined by the number of organizational personnel. The hierarchy and management span of the organization must maintain a proper ratio. Proper handling of the organizational span and relative authority will help improve organizational efficiency [45]. At the same time, he also pointed out that although organizational efficiency is related to the scale of the organization, it does not depend on the external scale form, but more importantly, it depends on the internal factors of the organization, that is, it depends on the quality, ability and creativity of the managers in the organization.

Weber's management theory, although the angle of approach and the way of thinking about problems are completely different from Taylor and Fayol, also regards improving organizational efficiency as its theoretical mission. Weber started to think about organizational issues from the perspective of the basic power of the organization. He proposed that among the three types of power accepted by society, namely legal power, traditional power and charismatic power, the organization supported by traditional power is the least efficient because its leaders are not selected according to their abilities and its management is simply to preserve past traditions [10]. Charismatic power is too irrational and anti-rational, and is based not on rules and regulations but on divine revelation. He believed that only legal power, that is, "rational-legal" power, can serve as the basis of an ideal organization. Although classical management, which takes things as the basis and efficiency as the core value, has produced obvious work performance in practical activities, it ignores the human factor and fairness factor and fails to treat people fairly. As a result, it cannot effectively improve labor productivity and has been resisted

by both labor and capital. Within a certain limit, the progress of fairness and efficiency will promote the other, while the unlimited expansion of one will harm the other. Due to the neglect of fairness and the failure to treat workers as human beings, classical management not only failed to effectively improve labor productivity, but also caused dissatisfaction and resistance among workers [25].

With the advent of the knowledge economy and the continuous progress of mankind, the role of human resources in enterprises has become increasingly prominent. How to fully demonstrate human nature and stimulate human potential has become a top priority for enterprises, and various management theories have emerged one after another.

These theories have criticized material-oriented management to varying degrees. Among them, the most influential is the human-oriented management theory based on the "social man" hypothesis and premise that appeared around the 1980s [2].

All activities in modern society start with people. The various factors of the management object and the various links in the management process need to be mastered and promoted by people. If no one correctly and reasonably controls and uses money, materials, information and time and space, they will not play their due role. The command, regulation, and control of the modern management process should first be the command, regulation and control of people, otherwise the management goals cannot be achieved. It can be said that the essence of modern management is the issue of people, and the role of human factors in management is becoming increasingly prominent. The emergence and development of any management concept or model cannot be separated from a specific historical reality [13]. The emergence and development of management concepts or models are consistent with the realistic human background of the historical period, and

only when the two are consistent and appropriate, the management concept or model is feasible and progressive. "People-oriented" management is no exception.

As human beings enter the 21st century, the realistic human background has undergone some significant changes, which is the inevitable reason for the vigorous development of the "people-oriented" management concept, which is manifested as follows:

First, people's material and cultural living standards are constantly improving, the quality of the nation has also changed greatly, information exchange is becoming more and more convenient, people's minds have been greatly liberated, and people's social values are constantly improving. Individuals are no longer satisfied with being controlled and managed as tools of work, and everyone hopes to be the master of their own destiny [47]. Therefore, the communication between people and between people and organizations must take democracy, consultation, and fairness as the starting point and the highest principle of action.

Second, the improvement of personal quality and income will lead to their pursuit of more extensive. Labor is no longer the simple means of making a living as it was in the past. Education and wealth have changed people's values. People's work values have changed from instrumentality to spirituality, seeking the intrinsic value of work. Work is seen as a mission that individuals or society should accomplish. Work should be interesting, make people happy, and be able to use their expertise and abilities, and be able to show the workers' values and satisfaction with personal achievements [29]. More and more employees regard work as an important means to realize personal value and find the meaning of life in work. Again, in today's knowledge economy era, the key to

organizational development lies in information, knowledge and innovation, and the only source of these resources is people. The success of an enterprise increasingly depends on the knowledge and professional qualities accumulated by its employees. Objective reality requires organizations to shift their strategic focus from capital to people, and people are the most fundamental factor in determining management performance and the effectiveness of the entire organization. The position of people in production factors is replacing the traditional position of capital. The survival basis of organizations is no longer a single material equipment. The components of organizations will become a complex system with knowledge and information technology as core elements, labor materials and labor objects as basic elements, and division of labor and cooperation as key elements. The human factor can no longer be an exogenous variable of the production function. Accordingly, the management method in the knowledge economy era will inevitably be "people-oriented" management, which is both "relying on people" and "serving people" [30]. The new development of "people-oriented" management thinking is inevitable in the era.

CHAPTER 2

ANALYSIS OF ORGANIZATIONAL STRUCTURE ISSUES AND OPTIMIZATION STRATEGIES AT LN BUSINESS TRAVEL COMPANY

2.1 Analysis of the background and current situation of organizational structure optimization

LN Group has nearly 30 years of experience in real estate development. Established in 2002, this group has a state-owned enterprise background and is a prominent entity in the energy resources development sector. Initially, the group focused on mining, electricity, real estate, and port logistics. Since 2020, the group optimized internal resource allocation, promoted innovation in its core industries, and transferred or assigned assets worth over 110 billion yuan. From 2023 to 2024, it restructured its industrial setup, gradually forming a business model centered on real estate and new energy.

Due to central government policies on de-emphasizing real estate and "separating plants from networks," LN Group has encountered restrictions on business development in recent years. As shown in Figures 2.1 and 2.2, assets and revenue contracted in 2023.

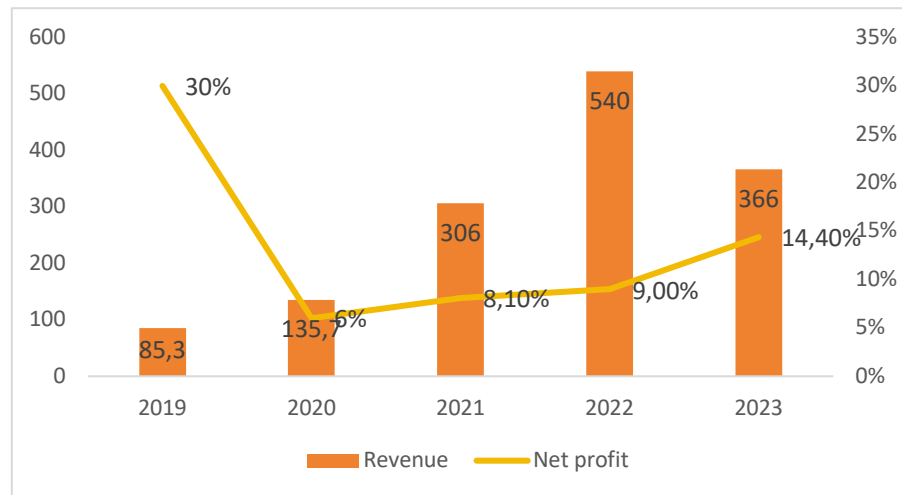


Figure 2.1 - Assets and revenue changes

Source: generated by the author

During the "13th Five-Year Plan," the group transitioned from green real estate into a broader industry that encompasses hotels, commercial spaces, cultural tourism, and property management.

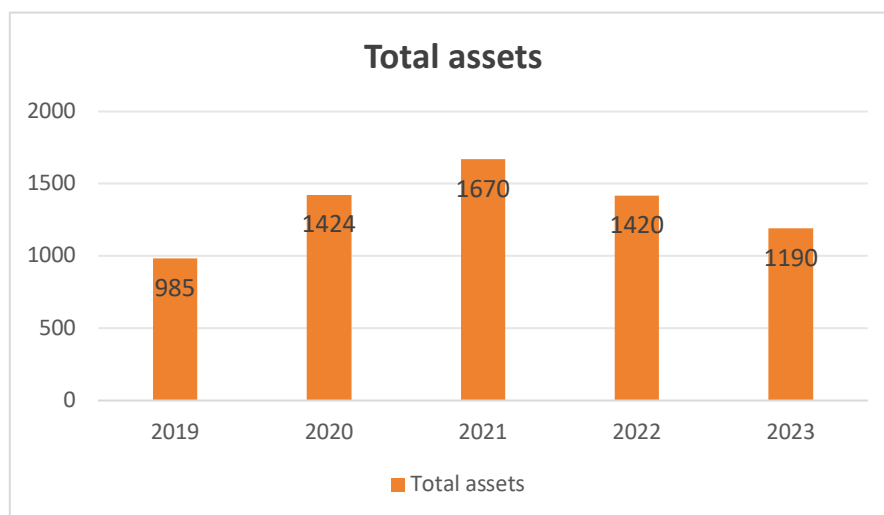


Figure 2.2 - Total assets trend chart over the years

Source: generated by the author

Despite the significant decline in residential revenue in 2023 (see Figure2.3), income from wellness industries and new energy saw a marked increase (see Figure2.4), establishing the wellness industry as a new revenue growth driver.

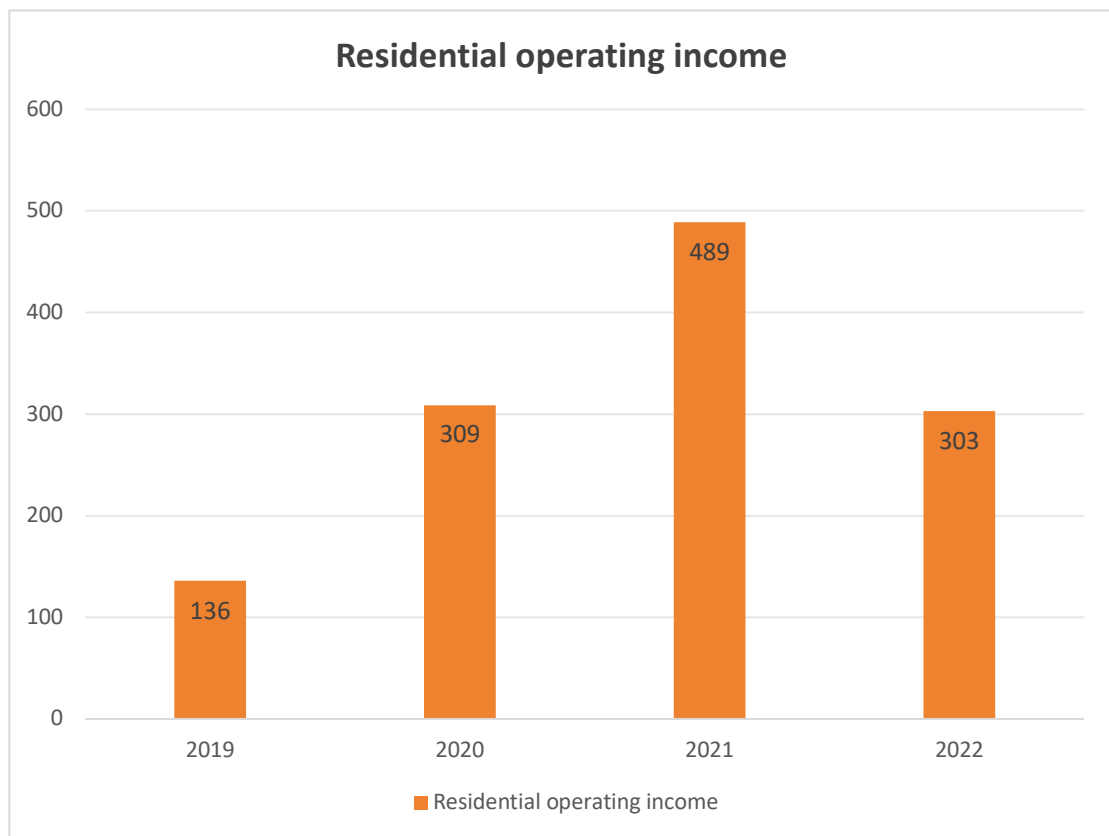


Figure 2.3 - LN Group's Residential Business Income

Source: generated by the author

In 2022, LN Group's equity restructuring laid the groundwork for market expansion, indicating fundamental shifts in strategic direction, competitive approaches, and development mindset. LN Group has redefined its wellness industry platform as a provider of asset management, property services, and lifestyle brands.

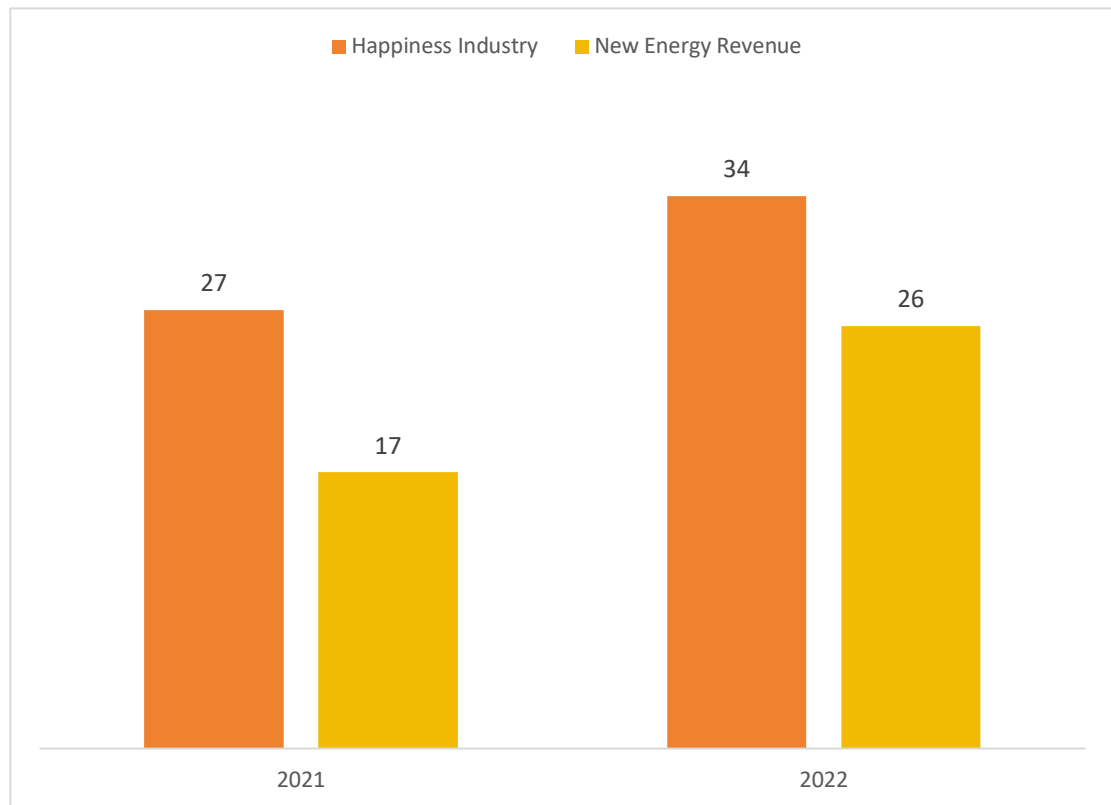


Figure 2.4 - Revenue of LN Group's Happiness Industry and New Energy Segments

Source: generated by the author

In 2022, LN Group's equity restructuring laid the groundwork for market expansion, indicating fundamental shifts in strategic direction, competitive approaches, and development mindset. LN Group has redefined its wellness industry platform as a provider of asset management, property services, and lifestyle brands.

"Wellness Space" revolves around consumer, production, and lifestyle needs, encompassing both single and composite space types. Single spaces primarily consist of city-based hotels, office buildings, and shopping centers.

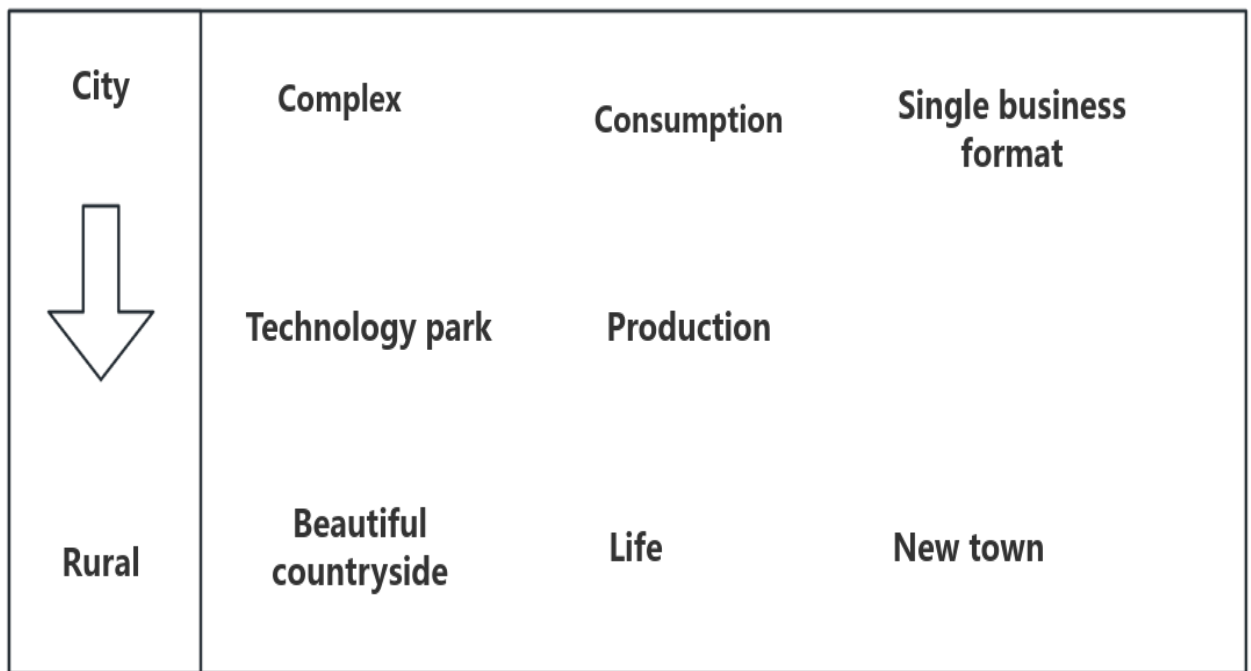


Figure2.5 - Types of happy space

Source: generated by the author

Composite developments are formed around business districts or tourist sites as commercial and cultural tourism complexes, with science parks focused on developing productive service industries. As shown in Figure 2.5, LN Group strategically concentrates on green real estate, wellness industries, and green energy as its three major business platforms. This focus is built on the green, sustainable product concept, aiming to develop leading capabilities in technology, products, and services that set a benchmark for green business growth (see Figure 2.6).

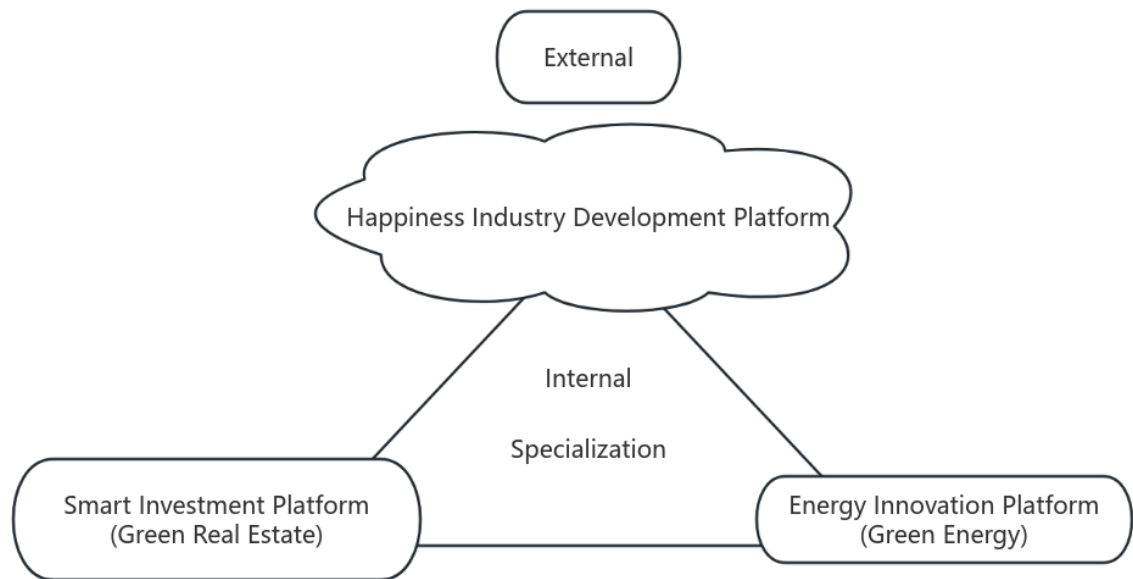


Figure 2.6 - LN Group's platform types

Source: generated by the author

The group's strategic position is to establish a fully market-oriented, professional, and international wellness industry operations platform. By integrating hotel, commercial, cultural tourism, and property management, it supports real estate business expansion and value enhancement, creating new competitive advantages, pioneering growth, and reform. LN Group aims to become a leading domestic wellness industry operator and a creator of quality lifestyles.

LN Travel Company's Main Business Development

LN Travel Company is a subsidiary of LN Group. In June 2023, LN Group consolidated its travel, hotel management, and commercial management units to formally establish LN Travel Company. This company professionally manages the hotel, commercial, and cultural tourism industries, setting a strategy of coordinated development across residential, commercial, and tourism sectors. LN Travel is

responsible for the operation of the group's hotel, commercial, cultural tourism, and property sectors, serving as the main unit for building and operating the wellness industry platform. Key partners in its commercial travel projects include internationally renowned hotel groups such as InterContinental, Marriott, Hilton, and Hard Rock. The company's commercial operations feature well-known brands like L City, S Beauty Club, and N Show Street. Cultural tourism initiatives focus on building destinations, beautiful villages, and vibrant parks as specialized cultural tourism products. Through green property management, LN Travel's hotels have frequently won prestigious awards for branded excellence. The company has also established an innovative system of "green, intelligent, and healthy" wellness products, quality services, and brand value, positioning itself as a high-growth, efficient, quality, and high-value wellness industry operator.

LN Travel Company is a critical platform for fully building a market-oriented, professional, and international wellness industry operation. The wellness industry has developed rapidly under the group's strategic positioning, business development, and internal management focus. With deepening state-owned enterprise reforms, LN Group officially launched the "three major platforms" strategy in 2023. Within this, the wellness industry operation platform aims to achieve synergies across property, hotel, commercial, and cultural tourism sectors, catering to customers' growing needs for a better life. This wellness industry platform is taking shape with both platform-based and shared models, serving as an essential support for the group's integrated development approach, which sustains real estate project expansion and value enhancement, building new competitive advantages and advancing reform initiatives. It plays a vital role in driving LN Group towards becoming a leading wellness industry operator and quality-of-life creator.

The wellness industry encompasses wellness space operations, comprehensive property services, and green brand creation, forming an expansion platform that provides quality products and services while establishing a light-asset operation management model. As shown in Figure 2-7, LN Travel Company’s primary revenue source is wellness industry income derived from hotels, cultural tourism, property, and commercial travel sectors. According to internal statistics, the wellness industry’s total assets exceeded 38 billion yuan in 2023. Initial scale has been achieved across malls, office buildings, hotels, and cultural tourism projects; however, the overall profitability of the business requires improvement. Enhanced market-driven capabilities are essential in areas such as product development, operations, service quality, technology, and capital structuring.

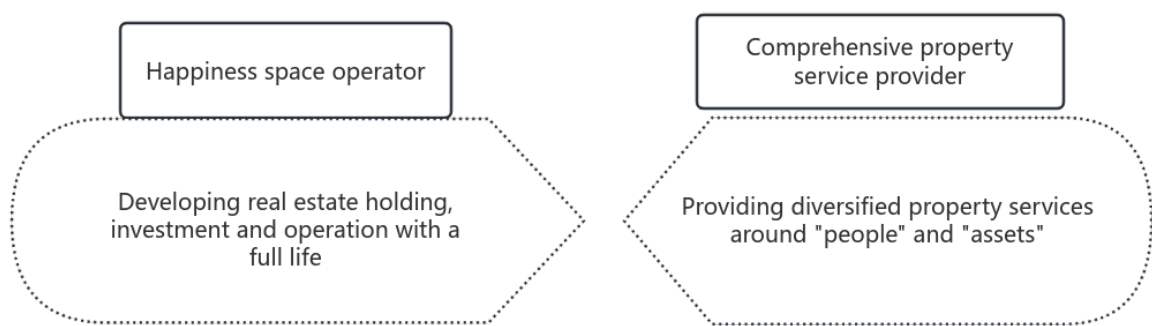


Figure 2.7 - Positioning as a platform for the development of the happy industry

Organizational Structure of LN Travel & Commerce Company

Source: generated by the author

LN Travel & Commerce Company is responsible for building the Happiness Industry Platform for the LN Group. Its organizational structure for the Happiness Industry has gradually evolved to align with strategic positioning adjustments, with a

streamlined, flat organizational model. Although LN Travel & Commerce Company shares the same leadership level as the other four “Integrated Platforms” companies, it also oversees the centralized and professional management of the four main business sectors. These sectors include 28 hotels, 4 commercial units, 6 cultural tourism units, and 5 property units, with the structure of the Happiness Industry units shown in Figure 2.8.

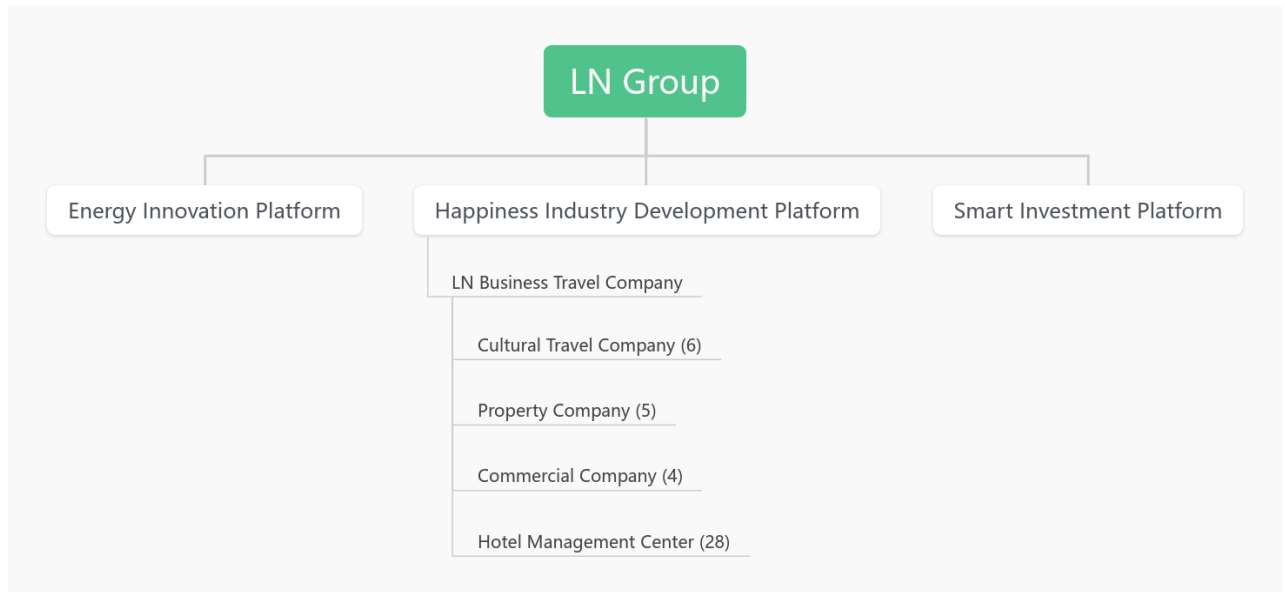


Figure2.8 - LN Group Happiness Industry Organizational Structure Relationship

Source: generated by the author

LN Travel & Commerce Company oversees the operation and control of directly managed hotels and commercial units (operational control) and implements strategic management for non-directly managed commercial, cultural tourism, and property units. The company’s headquarters consists of seven functional departments, five business centers, and one marketing work group. The five business centers interact with the cultural tourism and property companies within the Happiness Industry Platform. The detailed structure is depicted in Figure 2.9.

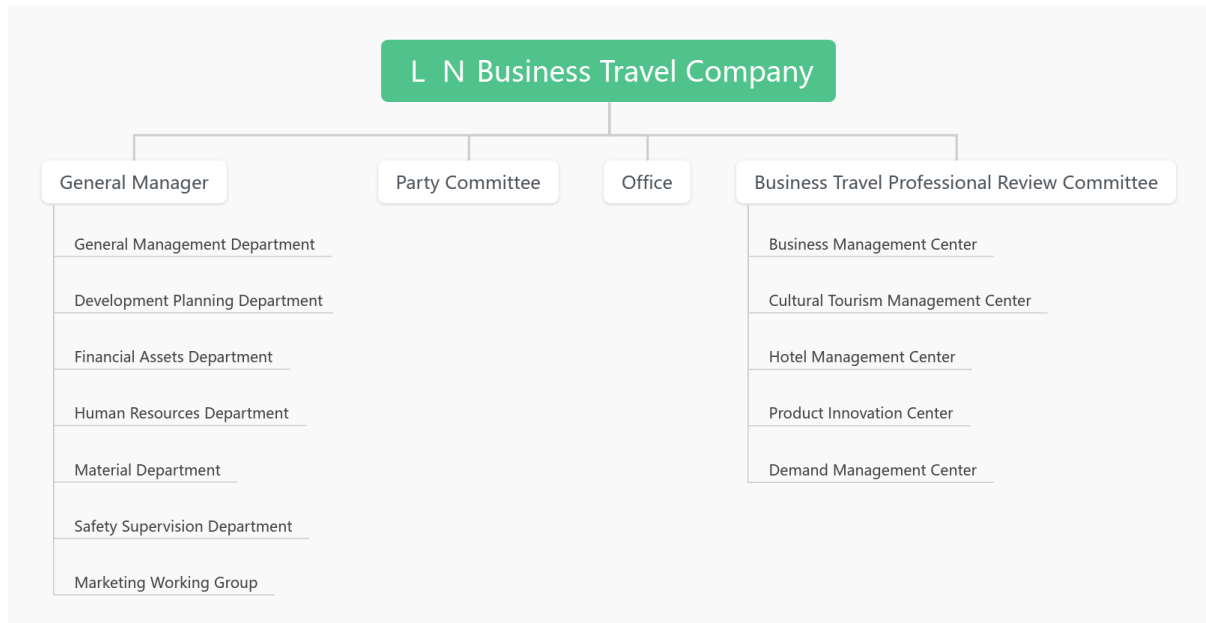


Figure 2.9 - LN Business Travel Company Organizational Structure

Source: generated by the author

This organizational structure is platform-oriented and leans towards a hybrid model. It integrates functional and horizontal characteristics, facilitating cross-functional communication to achieve integrated development across the four main sectors. Additionally, LN Travel & Commerce Company outsources specific functions, such as materials procurement and project evaluations. This structure requires extensive lateral communication with multiple peer units at the same level within the organization.

2.2 Analysis of the organizational structure problems of LN Business Travel Company through interviews and questionnaires

Due to the focus of this research on optimizing organizational structure within a platform strategy, the personal perspectives and intuitive impressions of personnel at

various levels reflect the operational status of the organization. Thus, this survey targets different respondents, using interviews for mid- to senior-level managers and questionnaires for regular employees. The primary results are derived from interviews with mid- to senior-level managers, gauging the adaptability of the organizational structure to the strategy and its processes, supplemented by questionnaire data as corroborative evidence. Additionally, the interviews are semi-structured, with informal methods such as WeChat voice messages as supplements. This study also utilizes questionnaires, designed to assess factors such as adaptability between structure and strategy, hierarchical structure, process oversight, and personnel arrangement. Reliable samples were carefully selected to gather and summarize ordinary employees' views on their organization's structure, its alignment with strategy, and their experiences with the organization's operational conditions. The main goal is to supplement and verify the interview findings.

This study uses interviews with company management to communicate and gather insights on LN Business Travel Company's current operational structure, challenges regarding structural adaptation to the strategy, and any solutions in place. This data aims to offer strategic organizational structure solutions that support LN Business Travel Company's strategic positioning and goals. When selecting interviewees, representatives from various departments relevant to the organization's structure were chosen to increase the study's reliability. Data for this study primarily comes from the interview content, supplemented with first-hand materials and on-site observations to enhance data reliability. The objectives of the interviews are to gain a thorough understanding of the current organizational structure, internal business content, and expertise, as well as the

original purpose behind the current structure design. Key issues and challenges faced by the organization are identified to assess LN Business Travel Company's current platform-based structure, its present state, and related challenges. A clear interview plan was devised, selecting typical departments and personnel as interview subjects. Initial information about each interviewee was gathered, with interview methods confirmed. The timeline and topics for a second interview were arranged to ensure a total of 11 interviews were completed as planned. The primary subjects of the interviews are mid- to senior-level managers who can recognize the actual challenges within the organization. Therefore, nine managers from various departments such as demand, logistics, human resources, finance, and a selected management center head participated in this study, as detailed in Table 2.1.

Table 2.1 Interviewee Information Sheet

No.	Position	Age	Education	Company Age
1	Deputy General Manager in Charge	52	Associate degree	19
2	Assistant to General Manager	40	Bachelor degree	13
3	Deputy Director of Marketing	36	Bachelor degree	7
4	Demand Center Manager	45	Bachelor degree	8
5	Material Department Manager	37	Postgraduate degree	11
6	General Management Department Manager	35	Bachelor degree	9
7	Financial Assets Department Manager	31	Postgraduate degree	8
8	Human Resources Department Deputy Manager	32	Postgraduate degree	5
9	Deputy General Manager of Dongguan Company	40	Bachelor degree	15

Source: generated by the author

Given the nature and expected outcomes of the interviews, direct interviews using face-to-face meetings or audio calls were selected to gather managers' perspectives on

organizational structure and the happiness platform. Due to the pandemic in 2020, informal interviews were more prevalent, using WeChat and phone calls instead of in-person meetings.

Times were confirmed with interviewees in advance, ensuring adequate preparation and efficient execution of the interviews.

To validate issues identified in the interviews, this study conducted a questionnaire survey among ordinary employees, using standardized questions to ensure the authenticity and effectiveness of the results. Data was compiled upon the questionnaire's completion. The questionnaire process followed specific design, implementation, and statistical analysis steps. The survey was anonymous, covering over 100 employees.

The questionnaire targeted employees within the Happiness Industry, including LN Business Travel Company's headquarters and some employees from the Dongguan branch, with a sample of 42 men (40.8%) and 61 women (59.2%). This sample is consistent with the gender distribution of non-management employees, indicating reasonable sample selection.

Respondents represented various age groups, with 77.31% aged between 31-40, suggesting a relatively young workforce with limited work experience, as shown in Table 2.2.

Table 2.2 Age structure of the survey subjects

Age group	50 years and above	45-49 years	40-44 years	35-39 years	30-34 years	29 years and below
Percentage	3.88%	8.74%	9.71%	17.12%	35.92%	24.27%

Source: generated by the author

The questionnaire covers organizational structure elements and was structured in a clear and concise manner, encouraging participation. The survey questions followed a closed-to-open and easy-to-difficult sequence, with descriptive questions using a 5-point scale. To ensure reliability, only one response per WeChat ID was allowed, with no sharing or completion via computer.

The survey was distributed and collected using "Wenjuanxing" links and QR codes to increase reach and response rates. Targeted assistance was provided to older respondents to prevent random forwarding or inaccurate answers. Short or incomplete responses were filtered out, resulting in 103 valid responses.

The interview results showed strong consensus among respondents, with high recognition of the company's strategic direction as appropriate. In the questionnaire, when asked, "Do you think the current organization adapts to the group strategy?" 56.3% of employees felt the structure was inadequate for strategy alignment.

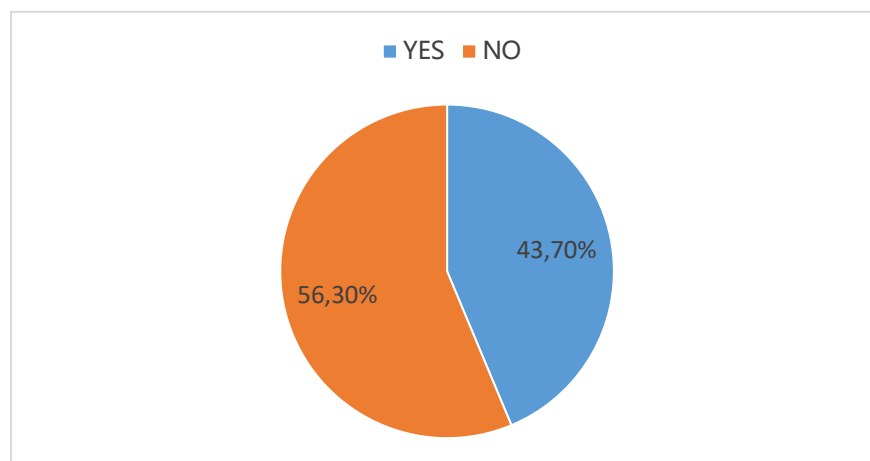


Figure 2.10 Recognition of the adaptability of organizational structure to corporate strategy

Source: generated by the author

As seen in Figure 2.10, many respondents felt that while the structure was ostensibly strategy-driven, conflicting roles and responsibilities existed within departments, likely related to LN Business Travel Company's current organizational adjustments. Strategy implementation is inconsistent, and the original regulations do not effectively oversee the current division of responsibilities. Interdepartmental collaboration is weak, affecting efficiency and progress. With increasing demands for resource and information support from the Happiness Industry platform, meeting strategic requirements and translating them into effective execution is increasingly urgent. Structural issues related to professionalism, decentralization, standardization, flattening, and management levels also emerged. Specifically, employees found the levels of professionalism and decentralization especially prominent. Approximately 14% of employees felt that standardization and flattening were also problematic. These structural issues highlight weaknesses in organizational processes, communication, and collaboration, consistent with interview results.

2.3 Analysis and summary of the organizational structure problems of LN Business Travel Company

Amidst the downturn in the real estate sector and the ongoing mixed-ownership reform of state-owned enterprises, LN Business Travel Company, under the group's strategic control, is establishing a Happiness Industry Platform focused on leveraging the group's strengths in this sector. The company's organizational structure was initially designed with a flat, platform-based approach, but its operational results have been

unsatisfactory. This paper compiles insights from management interviews and employee surveys on their direct experiences with the organizational structure, corroborating findings from interviews. Within the context of the group's strategic direction and benchmarked against structural elements and platform-based organizational trends, several primary issues are evident in the organizational structure of LN Business Travel Company.

Though tasked with building the Happiness Industry Platform, the company still adheres to original operational regulations, which are outdated and unsuited to the platform's requirements. For example, when creating and implementing project plans for industrial infrastructure, the Development and Planning Department collaborates with other departments and management centers based on actual circumstances. Departments enter breakdowns of the comprehensive plan into the planning system and periodically report execution statuses, covering aspects like industrial infrastructure, technical improvements (major repairs), production support, small purchases, and digitalization. However, delays in reporting and inaccuracies in dates often occur in later stages. This undermines trust from specialized management centers, creating internal friction and hindering industrial collaboration. LN Business Travel Company needs to redefine and restructure these outdated regulations and procedures to align with the group's Happiness Industry operations platform. This includes clarifying roles, redesigning processes, and establishing new, robust business standards to support operational development.

LN Business Travel Company is responsible for the group's Happiness Industry Platform, aiming to build independent brands for operational space and property services and expand the brand through derivative products. However, during the platform setup,

the company neglected detailed analysis from deconstruction to reconstruction. In its initial stages, the organization was only divided into four sectors (commercial, hotel, property, and cultural tourism) and established a Demand Management Center, yet each sector retained its original functional divisions and standards. As a result, resources are neither vertically nor horizontally complementary. Both management and staff indicate that resources within the platform operate independently, lacking synergy. Within specialized “sub-platforms,” resources remain isolated. For instance, resources from over 1,100 premium commercial and tourism brands do not complement resources for smart community or smart building demonstration projects, leading to resource wastage. The lack of resource complementarity makes value co-creation challenging, as the platform does not yet fully integrate all resources, and interaction has turned into “cross-interaction,” creating structural and resource-sharing issues.

The company’s headquarters, regional companies, and professional centers face unclear role definitions and overlapping responsibilities, especially in resource integration departments. The existing management model, which involves multiple layers, suffers from overlapping control ranges, affecting decision-making and operational efficiency. For instance, various contracts (sales, material procurement) in the Cultural Tourism Company and Hotel Management Center require headquarters approval, which can delay decision-making. Additionally, separate procurement departments at each company lack unified standards, affecting product quality and hampering the group’s brand cohesion. Moreover, due to the organizational hierarchy among LN Business Travel Company, the Cultural Tourism Company, Property Company, and Commercial

Company, conflicting opinions arise when resolving inter-departmental issues, with some departments showing reluctance to cooperate due to unclear roles and unequal authority.

Building a new model for the happiness industry that is platform-based and shared, LN Travel Company aims to establish a systematic innovation structure featuring "green, intelligent, and healthy" product offerings, quality service systems, and brand value frameworks. The goal is to develop into a "high-growth, high-efficiency, high-quality, high-value" operator within the happiness industry. This objective requires LN Travel Company to enhance its innovation capabilities, swiftly transition its role, and help the group achieve integrated development across three platforms.

Although the company has shifted away from the singular line structure typical of state-owned enterprises, adopting a flatter organizational structure, the core framework still lacks a platform-oriented character. The structure includes both project teams and a demand management center, with many project departments functioning similarly to a divisional system. Currently, the business units (Travel, Cultural Tourism, Property, Commercial, and 28 hotel management centers) report only to their respective supervisors, resulting in cross-functional authority, confusion among employees, and an overall disordered framework that does not enable effective differentiated management.

The primary characteristic of a platform-based organization is having experts handle specialized tasks. According to the group's platform-building goals, commercial, cultural tourism, property, and travel departments should achieve quick and agile responses to market demands through specialized operations. However, due to numerous peer-level management units, complexities in organizational structure, and mutual restrictions in authority levels and management scope, approval processes are excessively

lengthy and complex, diminishing efficiency. The hierarchical promotion issues typical in traditional state-owned enterprises, where rank "only rises but never falls," further complicate operations with scenarios in which lower-level managers supervise higher-level employees, impacting operational efficiency due to subjective employee attitudes.

Procurement and personnel management also exhibit similar issues. For example, regional companies and specialized service companies have independently contracted their respective suppliers based on local standards, conducting supplier evaluations and negotiations independently, thereby increasing procurement time, effort, and cost. Travel, cultural tourism, property, and hotel companies manage their own procurement and marketing personnel, which hinders resource sharing within the happiness industry platform. In human resources and cost management, numerous duplicate roles and overlapping functions lead to communication difficulties and unnecessary redundancy.

LN Travel Company, regional companies, and management centers still adopt a traditional functional hierarchy, resulting in closed reporting relationships and a lack of effective horizontal communication among specialized departments, which contributes to internal friction and reduces management efficiency. Communication events, like knowledge-sharing or learning sessions across sectors (e.g., commercial, cultural tourism, hotels, and property), are rare, limiting the sharing and exchange of key project information within the happiness industry platform. This creates a lack of a learning culture within the organization, further constraining the collaborative potential of a platform-based organization.

Moreover, in emerging business areas, the absence of a coordinated overall planning approach, an unclear collaboration mechanism, and conflicts between new and

old business models hinder the formation of organizational synergy. The poor communication and coordination issues are also attributed to individual personnel, which complicates inter-departmental business communication.

For instance, Dongguan Company, at the same hierarchical level within the management structure, faces considerable challenges in business expansion and talent recruitment due to its location in Dongguan's Eastern District, a region with limited influence between the first-tier cities of Guangzhou and Shenzhen. With the Greater Bay Area as a priority development zone, Dongguan Company requires high standards and forward-looking measures to meet the increasing demand for project development. However, the absence of timely approvals from LN Travel Company and its lengthy reporting process with the demand management center and human resources department has delayed decision-making for essential project sites, ultimately resulting in the loss of five prime project opportunities.

The challenges faced by LN Travel Company's organizational structure reveal issues stemming from an incomplete platform setup, with ongoing adjustments and exploration to establish a platform that enhances resource sharing, collaboration, innovation, and empowerment for a high-efficiency happiness industry. Currently, resource integration and collaboration are lacking, and data-sharing mechanisms are underdeveloped. The company lacks uniform standards for data security, hindering resource complementarities.

As LN Travel Company continues to develop a unified demand management center, which aims to foster communication and integrate commercial, property, cultural tourism, and hotel sectors under the same management level, challenges persist due to numerous

organizational bodies, varied business types, inconsistent standards, and significant regional disparities. Without suitable regulatory frameworks, process management, and communication mechanisms, platform development remains hindered. Additionally, an internal innovation culture is needed to encourage employee initiative, in line with the group's strategic objectives. Addressing these issues is crucial for optimizing LN Travel Company's platform-based organizational structure to improve efficiency and operational effectiveness.

LN Business Travel Company has a significant brand influence, with a brand awareness of 65% in the high-end business travel market, ranking among the top three companies in the industry. Customer satisfaction surveys reveal a customer loyalty rate of 85%, well above the industry average of 70%. According to the 2023 market report, LN holds a 25% market share in the domestic market and a 12% market share in the global market. In the North American and European markets, its market share stands at 15% and 18%, respectively. The company's financial health is strong, with an average annual revenue growth rate of 12% and a net profit growth rate of 8% from 2019 to 2023. In 2023, LN achieved a total revenue of 12 billion yuan, with a net profit of 1.5 billion yuan and a net profit margin of 12.5%, which is higher than the industry average of 10%. The company also enjoys a technological advantage, having invested 500 million yuan in research and development in 2023, which represents 4.2% of its revenue. The number of users of its digital platform reached 5 million, marking a 20% increase from the previous year.

However, LN Business Travel Company faces several weaknesses. The company's average decision-making cycle is 30 days, which is 50% longer than the industry average

of 20 days, leading to slower responses to market changes. Its organizational structure is complex due to the diversified nature of its business, resulting in an internal resource allocation efficiency of only 75%, lower than the industry average of 85%. In terms of financial leverage, LN's total liabilities in 2023 amounted to 8 billion yuan, with a debt ratio of 66.7%, which is higher than the industry average of 60%. Long-term liabilities accounted for 62.5% of total liabilities, amounting to 5 billion yuan. Additionally, the company faces a shortage of 200 technical professionals in fields such as artificial intelligence and big data, which has slowed its technological innovation.

Looking to the future, LN Business Travel Company has several opportunities. Business travel demand in the Asian market is expected to grow by 15% by 2025, and the Latin American market is projected to grow by 10%. This presents an opportunity for LN to expand into emerging markets and increase its revenue by 2 billion yuan. The global digital business travel market is expected to reach 500 billion yuan by 2025, and LN plans to increase its technology investment by 300 million yuan over the next two years to enhance its digital service capabilities. The global green tourism market, valued at 80 billion yuan in 2023, is expected to grow to 120 billion yuan by 2025, offering LN the opportunity to launch green travel products and attract 10% of environmentally conscious customers, potentially increasing revenue by 500 million yuan. Additionally, LN signed strategic cooperation agreements with 10 large enterprises in 2023, which is expected to generate an 800 million yuan revenue increase.

At the same time, the company faces several threats. In 2023, the average price in the industry decreased by 5%, leading to a 2% decline in LN's profit margin. The market share of low-cost competitors increased by 3%. Economic uncertainty also poses a risk,

as the global economic growth rate slowed to 2.5% in 2023, resulting in an 8% decline in LN's international business revenue, which led to a revenue loss of 400 million yuan. Furthermore, LN's investment in technology R&D in 2023 was 4.2%, below the industry average of 6%, which could result in technological obsolescence. Regulatory risks also affect the company, as cross-border travel restrictions and changes in tax policies in 2023 led to an additional expense of 200 million yuan, accounting for 1.5% of total costs.

In terms of financial performance, LN Business Travel Company achieved total revenue of 12 billion yuan in 2023, reflecting a year-on-year increase of 12%. Domestic market revenue was 8 billion yuan, a 10% increase, while international market revenue reached 4 billion yuan, marking a 15% increase. The company's net profit was 1.5 billion yuan, with a net profit margin of 12.5%, surpassing the industry average of 10%. As of the end of 2023, LN's total liabilities amounted to 8 billion yuan, with a debt ratio of 66.7%, which is higher than the industry average of 60%. The company's cash flow was positive, with a net cash flow from operating activities of 1.8 billion yuan. The net cash flow from investment activities was -500 million yuan, and the net cash flow from financing activities was 1 billion yuan.

Through the above analysis, LN Business Travel has significant advantages in brand influence and financial health, but also faces disadvantages of delayed management decision-making and high financial leverage. In the future, the company can seize market opportunities through global expansion, digital transformation and sustainable development strategies, while also responding to the threats brought by intensified market competition and economic uncertainty.

CHAPTER 3

OVERALL PLAN FOR OPTIMIZING THE ORGANIZATIONAL STRUCTURE OF LN BUSINESS TRAVEL COMPANY

3.1 The overall direction and principles of organizational structure optimization

Based on the analysis and conclusion of the current situation above, and considering that LN Business Travel Company needs to solve resource sharing, professional standardization, and realize platform organization management as soon as possible, the happiness industry development platform should be optimized from the various elements of building a bilateral platform [1]. To realize the construction of the company's happiness industry platform, the overall optimization plan should be formulated from the central goal, optimization principles, and specific implementation.

The optimization of organizational structure should revolve around a central goal, which reflects the core interests of the entire organization. It may not necessarily achieve optimal management, but its core interests must reflect the survival and development of the company, and ultimately enable the organization to obtain economic benefits. Therefore, in the process of designing the organizational structure, we should start from improving operational efficiency, but we cannot take improving efficiency as the central goal [4]. For an organization to achieve sustainable development, economic benefits are the most core interests and the vitality of the organization's survival and development.

Whether an organization is the best or the most appropriate is most reliably judged by the economic benefits it achieves. Therefore, the standard for measuring the quality of an organizational structure design should be to achieve economic benefits as the central goal.

Structural optimization should be based on the principle of adapting to the strategic needs of the platform. If a company is compared to a tree, the strategy is the root of the tree, which determines the extension of the trunk and branches, meaning that the organizational structure should be based on the "root." To achieve the strategic and operational goals of an enterprise, the organizational structure should be considered as the branches of the tree. To optimize the structure, it is essential to follow the principle of adapting to the root of the company—its strategy [11]. If an enterprise lacks a strategic department, the structure will be incomplete. Structural optimization should take into account the strategic positioning of the group company, promote the new situation of comprehensively deepening reform, and closely align with the actual situation of LN Business Travel Company to optimize the organization of the Happiness Industry Operation Platform. This will allow for the adjustment of business models, continuous optimization of organizational functions, and the supplementation and improvement of any structural gaps within the organization that do not meet strategic requirements.

Platform optimization strategy should be based on the principle of resource complementarity and specialization. The goal is to build the online platform of Happiness Mall based on resource complementarity. This involves saving resources through organic and complementary resources, avoiding resource wastage, and maximizing resource utilization on the shared platform. The company can learn from the platform organizational ecosystem of Haier Group to establish a shared resource collection system.

This shared resource collection is categorized into three levels from inside to outside: shared rules, shared functions, and shared products. The concept of openness and sharing should be adhered to, promoting the integration of talent resources, business resources, customer service resources, technology research and development resources, and marketing resources. These resources should rely on each other, complement each other, and promote each other to achieve high-quality development together. At the same time, platform optimization should maintain openness and sharing within the sub-platforms of the overall platform, breaking boundaries between internal and external cooperation to facilitate resource complementarity. The optimization of departmental functional dimensions should also emphasize specialization [41]. Highly specialized functions support the self-operation of the "sub-platforms" within the platform and enable the innovation of products and solutions. Standardization should be completed for the internal brand construction system, internal sharing system processes, the standardization of business travel, the operation of business travel demonstration projects, and the integration of the marketing system.

The optimization direction of the overall plan focuses on achieving economic benefits and aligning with the group's strategic orientation. The plan involves adding and canceling some institutions and personnel to make the organizational structure more aligned with the platform strategy [33]. The optimization plan has four main directions. By constructing resource rules for the backend, middle stage, and front stage, and optimizing the definition of responsibilities and powers, the resources within the Happiness Industry Operation and Development Platform will improve both vertically and horizontally. These improvements will lead to a shift from poor coordination to

resource complementarity. This will be achieved through the establishment of a collaborative development department, emphasizing industrial integration, and creating collaborative rules and regulations. The digital operation of the company, the operation of decision-making systems, the coordination of finance, materials, manpower, customers, and capabilities will be greatly improved, laying the foundation for the co-creation of value within the platform. The three resource classifications—rules, functions, and products—will be applied vertically within the platform organization, supporting and complementing each other. The "sub-platform" resources will play a tactical role as middle platform function players, guided by the strategic rules of the backend core resources. From a resource support and market demand perspective, the resources from the front and back offices will complement each other, changing the contradictions and limitations that existed between market demand and the original structural rules. In the end-to-end product solution application scenario, the resource relationship will evolve from a loose relationship to a complementary relationship, and ultimately into a mutually supportive and promotional relationship. The optimization plan will also include detailed planning for collaborative supervision and assessment, focusing on promoting business and process progress, and eliminating uncertainty caused by personal factors or informal communication. Internal collaboration will be emphasized, with mutual synergy between departments and individuals [18]. Coupled with a management system and a manual for defining rights and responsibilities, the relationship between subordinates will be clarified, and the division of labor will be more transparent, cutting off any tendency for departments to avoid responsibility or engage in passive politics. Using new consumption concepts, business models, and technological tools, LN aims to create professional

business management and resource integration, achieve national brand integration, and improve collaborative capabilities. This includes continuing to expand resource cooperation with external high-quality commercial brands and coordinating advantageous projects. The brand resource library will be expanded, and brand modularization will be implemented for collaborative management, enabling resource sharing and coordination within the happiness industry platform [15]. Optimization of early planning and positioning management will improve collaboration capabilities, and precise market research will facilitate accurate positioning. Lean business management thinking will be integrated into the development and construction phase to ensure the success of future operations. Strengthening the construction of smart business will involve utilizing commercial BI systems, online marketing systems, energy management and control systems, extending sales channels, controlling energy consumption, and creating smart shopping centers.

There is no "best" solution for the optimization design of the organizational structure; instead, the focus should be on identifying the most suitable approach. This optimization plan retains horizontal flattening management in the original structure. By canceling, merging, and adding departments, the management levels will be clearer. In particular, in the collaborative development department, attention is given to the authority level of the highest responsible person, and the management span is reasonably set to reduce unnecessary internal friction and communication time and costs. As the business travel company acts as a middle platform, its functional departments are similar to "sub-platforms," meaning that the management scope within a small self-platform organization should not be too large. Promoting professional management is essential for maximizing

organizational efficiency. The overall level of the organization should be highlighted through professional project operation, professional department settings, and professional talent team building. This approach will improve the specialization level of the "middle platform" and ensure long-term healthy development [22]. The construction of a new platform-based model, with the happiness industry at its core, will be accompanied by a clear organizational structure and defined responsibility interfaces for each sector, including hotels, commerce, cultural tourism, and property. The industry management and control system will be benchmarked, and a performance-based salary system will be improved to enhance quality and efficiency. Building a green marketing system and optimizing material procurement standards will emphasize specialization. By allowing professionals to focus on their respective areas, the business will deepen vertically, reflecting its professional level.

3.2 Specific implementation plan for organizational structure optimization

The rights and responsibilities manual is a critical guide for the company in terms of managing people and tasks. This optimization plan argues that the organizational structure, job settings, and business processes should be aligned with the company's strategy. At the current stage, the rights and responsibilities manual should be dynamically adjusted and revised when necessary. The core objective is to clarify the rights and responsibilities across the group company, business travel company, and the hotel, commercial, and cultural travel companies. Each hotel, commercial, and cultural travel company will establish its own detailed rights and responsibilities system within

this framework, ensuring that matters approved and decided at the hotel or commercial company level are handled through the appropriate meetings, such as the general office meeting or party committee meeting, according to actual circumstances. Transfers between departments must be reviewed by the department head, and any matter requiring approval from the general office must be reviewed and approved before being submitted [23]. The key responsibilities and rights for critical areas such as development planning, comprehensive management, human resources, financial management, material management, and property management must be clearly defined. In terms of approval, the decision-making levels are outlined as follows: the project management company, hotel, cultural travel, and property companies are the first level for approval and decision-making; the business travel company and various departments within the group are the second level; the group's leaders, professional decision-making committee, general manager, chairman, general office meeting, and party committee make up the third level for approval and decision-making.

The plan also outlines the need to formulate detailed rules for organization establishment and staffing management. It proposes an organizational model and operating mechanism focused on "clear responsibilities and powers, intensive sharing, complementary advantages, and efficient operation." The "Detailed Rules for Organization Establishment and Staffing Management" should be created, innovating the organizational management model from an organizational development perspective and strengthening flexible staffing management. The group company is responsible for approving departmental setups, total staffing, and job levels across the company. Each unit should be able to adjust personnel flexibly between departments based on business

development needs, which will enhance the initiative within each unit regarding organizational and staffing management [8]. The standard system for organizational staffing should be revised and improved, benchmarking against advanced enterprises in the industry, particularly in sectors like commerce, culture and tourism, and property. This will include refining the "Standard List of Positions" for each sector and improving the "Standards for the Establishment of Internal Organizations of the LN Group." The institutional performance evaluation index system and evaluation methods should be improved, ensuring that each unit conducts self-evaluations and aligns the results with staffing management and business outsourcing management. Units with duplicated responsibilities and low efficiency, as well as projects that do not meet expectations, should be compressed, merged, or canceled in a timely manner.

Within the Happiness Industry Operation and Development Platform, four resource collections should be established for hotels, commerce, cultural tourism, and property. The business travel companies must fully leverage their platform role to tap into value-added potential, transforming resource advantages into efficiency advantages [44]. The organizational structure, operational mechanisms, business content, and processes within the Happiness Industry Platform should be restructured with a focus on deconstruction-reconstruction to deepen industrial integration across the four-in-one resources. A team should be set up to focus on resource attack and sorting, which will implement resource collection construction in three stages.

In the first stage, the focus should be on sorting and summarizing the existing market and customer resources, technical resources, human resources, financial and material resources of the Happiness Industry Operation and Development Platform. This

will also include reviewing the existing customer relationship management system and completing the construction of the business travel industry knowledge management information system for hotels, commerce, property, and cultural tourism.

The second stage involves dividing the resource core, middle platform, and edge resource collections. The platform's back-end resource core should be established to provide resource support for the operation of professional organization rules for the "sub-platform." This will include the creation of unified standards for budgets, plans, contract rules, and daily work processes, which will provide a foundation for the independent operation of the professional "sub-platform." Functional resource complementarity should be established through a functional resource set, including technology, user services, talent employment, information, and training, which will support the effective self-operation of sub-platforms. The goal of front-end resource collection is to empower small front-end units with autonomy, flexibility, and innovation, allowing them to operate independently without the need for constant reporting and approval. This autonomy will stimulate creativity and enable the establishment of a public product resource collection.

The third phase of the pilot implementation of resource reconstruction, open sharing system processes and standardized documents within the industry. Taking the implementation of some projects as a pilot, such as the Changbai Mountain project, the Jiuzhaigou project overall planning and investment control project, the Hangzhou Qiandao Lake benchmark resort overall tourism planning project, the Wenchang Nanyang Miramar project, etc., breaking the original structure of "reporting - investigation - approval - evaluation - approval" process system, guided by the front-end market demand, enhance the flexibility of resource complementarity within the structure,

and test the resource utilization effect in the second phase. If unreasonable processes or standards appear, they will be included in the resource collection for re-evaluation and deconstruction, so that the Happiness Industry Operation and Development Platform can finally reflect flexibility, autonomy and flexibility and give play to resource advantages. At the same time, the information resource data within the platform can be interconnected and shared. The Happiness Industry Platform is a resource sharing collection within the Happiness Industry, which is equivalent to an industrial information pool. It is based on big data, from inside to outside, from customers to employees, to establish opportunities for resource complementarity and sharing. To achieve data interconnection and interoperability, the key technology lies in the construction of the data center. It is necessary to transform the resource data in the Happiness Industry Platform into a database with full-domain integration and analysis capabilities. Improve the construction of the information system, and realize the online operation of the hotel financial AC, financial control, hotel revenue, central reservation system, business BI and MIS system. Specifically, the first is to realize the full-domain data integration of business, hotels, properties, and cultural tourism, share business data within the industry, form a unified data collection, storage, and processing standards and calibers, and realize the effective integration of the group's internal data assets. Second, we need to realize the data service of the happiness industry. Driven by business scenarios, we provide diversified services such as data and resource services for properties, hotels, cultural tourism, and commerce in terms of data indicators, report analysis, resource application, and talent pool sharing. Third, we need to strengthen the information management of knowledge achievements, complete the construction of the information management system of the business tourism

industry, and open and share institutional processes and standardized documents within the industry.

Departments that fail to achieve the expected results should be cancelled or adjusted as soon as possible. At the same time, adjustments should be made according to job requirements and personnel capabilities. In the early days, the company established a demand management center to solve the original intention of data, resource requirements, and product business integration. However, in the actual work process, the work content of the demand management center is too simple, and it only plays the role of summarizing tasks, and the processing and evaluation work is still handed over to professional review. Moreover, the personnel structure of the demand management center does not have the ability to serve and build the Happiness Industry Platform. It is not given the corresponding authority and fails to promote coordination, which only increases the communication level. According to the enterprise platform strategy, the function of the demand management center is set to summarize and integrate the needs of various business segments, but in fact it increases the communication level, which is not conducive to information communication and increases the communication cost. Due to the complexity of personnel performance appraisal and scoring, and the increasing overlap of business between departments, neither appraisal nor rules and regulations can play a protective role. Therefore, under the trend of empowering with platform innovation, the demand management center has lost its meaning of existence. Due to the low coordination ability and poor timeliness of information processing caused by the overlap of departmental responsibilities, it is recommended to abolish the demand management center.

The company has established a "green, intelligent, and healthy" happiness industry product innovation system, quality service system, and brand value system, with the goal of becoming a "high-growth, high-efficiency, high-quality, and high-value" happiness industry operator. However, based on the survey results and analysis, it is clear that the professional system is not well-defined, and its role within the happiness industry platform is not sufficiently apparent. Therefore, one of the primary tasks of this optimization plan is to build a robust professional support system, focusing on key areas such as large-scale marketing, centralized material procurement, brand management standards, and innovative service standards.

A comprehensive marketing system will be constructed around the happiness industry, creating a multidimensional channel platform. This system will be centered around a direct sales system, with a supporting channel distribution system. The construction will occur in two stages: In the first stage, the focus will be on optimizing the online green intelligence and improving the direct sales system. This will involve completing the construction of sales and member management systems. Offline, the company will focus on entering first-tier markets and building distribution channel systems in various regions, establishing a unique competitive edge. In the second stage, leveraging the distribution channel construction, the company will expand into major customer channel resources, achieve resource sharing, and develop an integrated marketing system platform that spans all dimensions.

Material procurement is a critical area that needs urgent attention in the development of the Happiness Industry Platform. Many issues, including inefficient processes and poor communication, need to be addressed. To resolve these, business

travel companies should enhance the centralized procurement and control system. This will involve managing bidding and procurement processes, supplier management, monitoring contract fulfillment, and supervising material procurement. A dynamic information database will also be established. The centralized material procurement system will improve integration between procurement and demand departments, mitigating corruption risks. The plan includes constructing a centralized procurement system focused on improving quality and reducing costs, implementing national and regional intensive procurement, and promoting cross-industry joint procurement. This will culminate in the realization of regional integrated centralized procurement. Additionally, a smart procurement supply chain management platform will be established to streamline procurement processes, standardize procedures, and improve efficiency and effectiveness. The system will minimize human error, reduce procurement costs, and offer real-time insights into procurement dynamics, enabling better cost control.

The system will be rolled out in three stages: piloting in self-operated hotels with continuous functional improvements; expanding the system to all operating hotels, enabling information sharing; and integrating across industries, expanding from hotels to commercial, property, and cultural tourism sectors, and linking with regional integrated centralized procurement, resulting in a unified, intelligent supply chain.

Brand standardization will be guided by a focus on green branding values. This will involve building a comprehensive system for brand building and communication across the happiness industry, enhancing brand value and improving market positioning. The company aims to create an innovative brand matrix and establish category advantages, particularly in the parent-child market. To implement this, the company will establish

product IP for vitality parks, parent-child parks, commercial towns, and more. It will create annual brand activity IP and maintain strong brand consistency in specific markets, such as hotels, shopping malls, and communities. A three-dimensional platform system will be built, ensuring standardized brand output through visual systems, product and brand consistency, and standardized product management. This process will be driven by the desire to establish a green independent brand through happy space and property services. By expanding the brand, the company will derive a product business standard system, showcasing LN Group's high-quality attributes.

An integrated service system for business travel and property will be created to foster innovative development. The aim is to fully leverage the company's diverse product formats and develop a model based on resource sharing, management integration, and business integration. This will improve service quality, expand business areas, and enhance efficiency and profitability. By integrating business travel and customer service property resources, the company will enhance customer channels, integrate industry resources, and elevate brand value. The company plans to expand into higher-end service chains, create new growth points, and develop innovative content for the happiness industry, ultimately transforming resource advantages into development and efficiency advantages. The platform system will foster innovation by opening new business growth areas, such as asset operation management, brand and management output, real estate consulting, commercial investment, and operations, ensuring that all potential is fully realized and converted into tangible business advantages.

Although LN Business Travel Company plays an important role in building the platform and realizing the platform strategy, it lacks a strategic-oriented management

department, and the platform strategy cannot be essentially realized. The coordination mechanism or department is missing. The platform organization most needs the promotion of innovation awareness, and lacks a department that guides innovation. Therefore, a coordination development department and a department with a mechanism to guide innovation should be established.

First, a special regional collaborative development department is set up at the business travel company level. At the platform level, it coordinates internal resources such as customer relationships, and external resources such as government resources to achieve coordinated regional collaborative development. The regional development department is responsible for government resource docking and coordination, responsible for the overall planning of regional development, and determines the specific organizational form of project operation at the project level. It coordinates various business segments to introduce industrial resources based on the actual needs of the project, and coordinates the development and operation resource needs between various projects. See Figure 3.1 below for details.

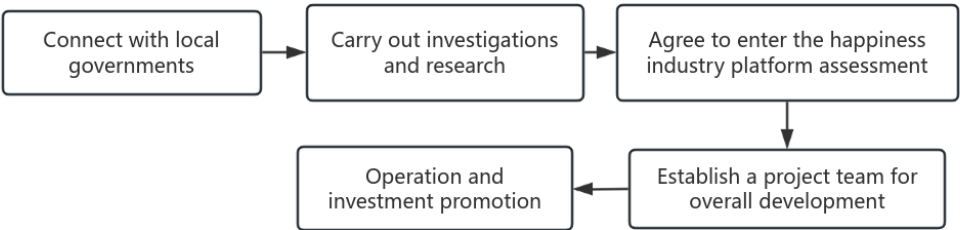


Figure 3.1 Regional Development Department Work Flow Chart

Source: generated by the author

The collaborative development department is equivalent to the integration department, which is equivalent to the role positioning of product manager, brand manager, and project manager. It is completely different from the demand management center in the original structure. In addition to playing the role of summarizing and reporting demand, it also has the functional authority to utilize, design, plan, raise funds, and carry out marketing activities. It is fully responsible for the entire project. At the same time, the main person in charge of the collaborative development department should have excellent communication skills, and avoid having too much responsibility but too little authority and relying mainly on personal coordination ability to promote projects. Therefore, to solve the operational problems faced, the rank of the collaborative development department should not be lower than the highest rank of the cultural tourism, commercial, property, and hotel management centers. At the same time, the ability to collaborate within the industry should be improved. LN Business Travel Company is a state-owned enterprise and undoubtedly has the characteristics of a traditional state-owned enterprise. Improving the collaborative ability within the platform has become the most pressing issue to be resolved.

First, improve the management mechanism and information management, actively promote the integration of advantageous resources such as customer resources, data resources, and operation resources within the industry, enhance industrial resource sharing and scale operation, and effectively improve resource utilization efficiency and reduce costs. Second, comprehensively strengthen the division of labor and coordination within the industry. Focusing on maximizing overall benefits, based on the functional positioning and business expertise of each department, build a marketing linkage

mechanism and an industrial concentration and regional integrated material procurement mechanism, strengthen cross-industry, cross-sector, and cross-regional multi-dimensional coordination, achieve complementary advantages and win-win cooperation, promote coordination between industries, and produce integration effects. Third, establish accountability and posting for industrial coordination. From the traditional state-owned enterprise organization to the organizational structure of empowerment and sharing platform. Adjust the management and control model in an integrated manner according to business needs, and reasonably set the management rights, responsibilities and boundaries of the headquarters, business units and regional companies. With the goal of empowering business expansion and operation management, improve and enhance the existing IT system capabilities, strengthen the coordination capabilities between businesses and regions, and lay the foundation for rapid growth into a leading domestic creator of happiness industry.

Strengthen the establishment of innovation mechanisms in operation management and business incubation to promote the development of emerging businesses. Establish an innovation business management committee at the level of Xingfu Industry Business Travel Company. Build an innovation research virtual platform to meet the needs of the new strategy, embed it into each business department, and each business segment has the ability to execute innovative business. Establish a small independent innovation team as the brain of the innovation business, focus on coordinating innovation projects between various business segments, provide consulting advice to departments to build innovation capabilities, but not be responsible for project results. Experts from each business segment will form a dedicated innovation team to comprehensively manage innovative

business projects, and at the same time assume the responsibility of incubating innovative business, and be responsible for the process, delivery content and results of innovative business projects. Combined with the development direction of the happiness industry and the placement requirements of the company's seven major product lines, it provides intellectual support for various centers and industrial units. Based on the needs of the business center, the innovation center conducts in-depth research on hot issues, and combines the actual situation of the project and the placement conditions to form in-depth and comprehensive product planning and high-quality research reports. Integrate industry data resources, establish a user portrait database, conduct in-depth research and analysis on industry hot issues on a regular basis, and regularly publish industry analysis reports to provide data support and decision-making support for the company's decision-making, and to guide various industrial units to accurately identify and grasp changes in user needs. Vigorously develop innovative business product lines. By optimizing management dimensions and operational priorities, the property service product line is refined into traditional property services, management output services, asset operation management, property hotel services, and community intimate services. A diversified business product library, service provider library, and management and operation system are built to promote the innovative operation and development of commercial and travel property integration. The establishment of the Innovation Business Management Committee has a special role in dealing with communication problems, coordination problems, decision-making problems, and process problems that arise in the early stages of platform construction. For a project that urgently needs to be solved, the process can be quickly opened up.

Good organizational structure optimization must also require corporate culture promotion and process management guarantee. The construction of a flat platform under the platform strategy background needs to improve the efficiency of flat management and linkage. In terms of professional management, specialization requires professional human resources guarantee. At the same time, basic information management and comprehensive management rules and regulations are indispensable cornerstones. Therefore, in order to ensure the smooth operation of this structural optimization plan and realize the organizational platform strategy, this plan also needs six aspects of guarantee support.

Strategy requires innovation and the creation of an innovative organizational culture. Start with people and create an atmosphere of learning and innovation. Integrate corporate culture into the industrial development chain and fully reflect it in the organization, employees, products and services. By cultivating value concepts, establishing corporate spirit, improving rules and regulations, promoting behavioral norms, and strengthening image communication, the competitiveness of the enterprise can be improved. Make every effort to create a corporate culture brand with distinctive characteristics, rich connotations and vitality, enhance endogenous motivation, gather development synergy, and provide spiritual and cultural endogenous motivation support for the happiness industry to lead a new situation of green development.

Establish an innovative cultural management system to form the "soft power" of innovative development and support innovative development. Formulate an innovative cultural system, compile an innovative cultural manual, organize innovative activities and training through publicity and education, internal communication, etc., implement the

innovative culture advocated by the company by commending innovative role models, leadership demonstration and vision-driven implementation, and encourage employees to have innovative awareness and spirit.

First, create a product incubation platform. Through deepening system and process construction, holding the Happiness Industry Innovation Competition, regularly organizing product innovation seminars and other methods, we encourage innovative awareness, tap innovative talents, discover innovative ideas, and support the placement of excellent innovative products.

Specifically, we will control from the following aspects: First, at the system and process level, we will compile guidance for innovation work, establish an innovative product R&D system, and create an innovation process that guides the entire process of "discovery - deepening - placement" of innovative products. Second, at the innovation incentive level, we will release the Innovation Star Discovery Plan, organize the Happiness Industry Innovation Competition, collect innovative ideas, innovative products, and innovative plans within the industry, and after organizing relevant experts to review them, we will reward and commend excellent products with strong landing and promotion capabilities and provide support for placement. Third, at the product incubation level, we organize product innovation seminars around a hot topic every quarter in combination with industry hot spots and industrial development needs, collect innovative products and innovative ideas from the front line, and integrate, promote and support excellent products.

When optimizing the organizational structure, we should fully consider promoting the efficient operation of business processes and avoid complexity. The organizational

structure includes the functions of departments. When setting up departments and functions, we will give priority to whether the business process is within a reasonable range and whether there are difficulties and doubts that hinder the process. Further adjust and optimize the business process system of the Happiness Industry in terms of investment decision-making planning and cost management. The business process system is adjusted towards standardization and normalization. The rights and responsibilities should also be clear within the process, and there should be linkage and coordination mechanisms. Innovate the work model of system process guidance management, and use the advanced management experience and management tools in the industry to improve the quality and professionalism of the business process guidance system.

Establish and improve the execution assessment mechanism. Formulate a supervision system to strengthen the implementation of the plan, and improve the assessment system that conforms to reality, which is conducive to execution and avoids the emergence of indicators that are in name only.

First, tasks should be decomposed and responsibilities should be in place. Promote the decomposition of planning at all levels, implement it step by step, strengthen the organic connection between planning and annual plans, and make rolling adjustments to planning according to actual conditions to ensure the scientificity and effectiveness of planning.

Second, pay attention to the input-output analysis table of planning projects every quarter. With the market as the guide, form a closed-loop working mechanism of investigation and research, system planning, top-level design, decision-making and deployment, publicity and mobilization, implementation and supervision, point-to-

surface, summary and evaluation, improvement and promotion, and promote the implementation of planning projects. With the service of special projects and key tasks as the core, the same-level departments of business travel companies establish a mutual supervision and scoring system to promote coordination efficiency. Incorporate departmental collaboration into departmental performance appraisal.

3.3 Corporate culture innovation and efficient team building

Due to the diversification of business and development, as well as the hierarchical system of the original state-owned enterprise background, most large enterprise groups have formed a mixed organizational structure. LN Group has clearly identified the business travel company as the main undertaker of the most important happiness industry strategic platform. Therefore, the first thing that business travel companies should do in coordinating and managing the four major businesses is to realize a flat management and linkage operation mechanism, improve the efficiency among the various collaborative departments, and achieve efficiency goals and strengthen the concept of high efficiency with relatively strict node control.

After the organizational structure is optimized, shared data is circulated quickly and effectively within the Happiness Industry Platform, and effective intercommunication of resources within the platform is achieved. Improve some business processes, improve the information service capabilities within the platform, and the process circulation time has been significantly shortened in both horizontal and vertical structures. For example, after the material procurement system is optimized, supplier management, follow-up of

material procurement contract performance and material supervision and implementation of centralized procurement plans, material inspection and acceptance and warehousing management. Solve the problem of integrated management of procurement and demand departments and resolve corruption risks. At the same time, responsibilities are divided into corresponding positions, and node control, process supervision, and process timeliness are used to make clear regulations, with clear responsibilities and boundaries. Instill process management ideas, find the right entry point, ensure that no nodes and paths in the process are missed, so that the end-to-end information of the process can flow smoothly from the beginning to the end, avoid stagnation or accidental interruption, and avoid certain processes being ignored and interrupted through electronic process time reminders. Adhere to the process center of value creation. The goal of improving organizational efficiency is to achieve expected value, and the purpose of improving efficiency is also to create more economic value. After the organizational structure is optimized, the process links are shortened, and the process can be simplified as much as possible, which reduces unnecessary information retention links or nodes, and the process efficiency is also improved.

Regularly hold linkage meetings between business travel companies and professional management companies to publicize and clarify the group's strategy, timely inform the group's latest key work tasks, listen to various needs of different management levels and grassroots, so as to achieve linkage between the upper and lower levels and improve efficiency. With business and projects as the main driving force, linkage efficiency analysis is used as an important safeguard measure, and it is raised in meetings, raised in person, and notified by email to form a regular internal email notification system.

Use projects and meetings to promote the efficiency of linkage work according to task nodes.

Optimize the allocation of business travel industry cadres to adapt to the rapid development of the business travel industry. Regularly analyze the number of section-level cadres, basic information of cadres, cadre structure, allocation and vacancies of business travel companies to provide reference for subsequent cadre adjustment and allocation. On the basis of strictly implementing the group company's personnel selection and employment management methods, initially formulate the management specifications for the selection and appointment of middle-level and above management personnel of business travel industry units. This optimization countermeasure requires enterprises to have professional talents. Specialization of work and professionalization of talents require employees to have the spirit of accepting challenges and room for growth to meet the synergy of industrial innovation and industrial platforms. Establish a talent pool with industry-leading level, scientific and reasonable personnel allocation, efficient operation of organizational structure, meet the development needs of various sectors, and achieve innovation leadership and management output.

This optimization plan highlights the level of specialization, and it is undeniable that a professional talent team needs to be established to provide guarantees. Through market-oriented assessment incentive mechanisms and talent training systems, we ensure the acquisition, growth and retention of talents, encourage employees to actively pursue business expansion and innovation, and embrace an open and diverse group culture. First, strengthen professional quality improvement. Organize training courses for young and middle-aged cadres, further expand the number of students and the scope of selection,

and increase the number of students in smart new energy and happiness industries in an orderly manner. Second, innovate employee training methods. Use the "Internet + training" carrier, launch micro-classrooms in a timely manner, promote the sharing of training resources, and flexibly organize employees to participate in training and learning. Third, organize distinctive professional training. We will continue to improve the learning ability of employees, hold "professional training camps" by profession, and organize intensive training in engineering, design, marketing, cost, happiness industry and new energy. We will promote "review and practice", select existing projects as training bases, conduct case analysis, role playing, group discussion, and strengthen the professional quality and ability of graduates. We will establish an "internal talent training base", innovate professional talent training models, select outstanding graduates to practice and train in projects, and reserve a group of highly skilled professionals for the projects. Fourth, we will improve the motivation and quality of employee training. Taking the point management system as a starting point, we established employee learning and training measurement standards, set up files, and the final point results were linked to employees' continuing education and professional title promotion, so as to improve employees' enthusiasm for actively participating in learning and promotion, teaching and teaching, and assisting in development. Employees' learning is self-driven, and they have changed from passive "I have to learn" to active "I want to learn". We have brought into play the role of the company's internal trainers, carried out internal trainer certification and training, and precipitated and accumulated the company's professional talent management results. We have promoted the professional manager system. Implement the market, professional and occupational assessment system, and develop the professional manager

recruitment system. Adopt the professional manager recruitment position and recruitment method within the Happiness Industry Organization, and improve the assessment, incentive and exit mechanism within the profession, that is, within the sub-platform. The recruitment and exit are market-oriented, the management complies with the contract, and the salary reflects the differentiation. Introduce the external market competition mechanism, activate the internal employee motivation, promote the internal talents to improve themselves in the professional aspect, and improve the level of personal business specialization.

Virtual equity incentive model, establish business partners and bonus pool recruitment mechanism, further improve quality and efficiency, and enhance the core competitiveness of the industry. Establish the concept that talent is productivity, enrich the exploration of ways to introduce, cultivate and exchange talents, do a good job in learning ability construction, strengthen the training of complex professional talents, and build a high-quality and systematic talent team. Innovate medium- and long-term incentive mechanisms. Improve the market-oriented operation and management mechanism, learn from the experience and practices of industry benchmark enterprises, combine the company's own development characteristics, explore and pilot virtual equity and follow-up investment systems in projects, directly link employee income with project operating benefits, and truly realize value co-creation. This part-time co-creation is reflected in the sharing of career and income, and the sharing of risks, that is, sharing the same boat, helping each other in times of trouble, and jointly planning a win-win situation for career and individuals. Employees obtain project quality and investment returns, which is conducive to promoting the steady development of the company.

To achieve industrial integration and professional management within the happiness industry, it is necessary to have as perfect and accurate data resources as possible. Therefore, integrating and strengthening member resources within the industry, improving the information system, and clarifying the security responsibilities of each professional data will be conducive to ensuring the construction of a mechanism for data interconnection and sharing within the platform.

Integrate the member resources of hotels, businesses, and property formats, improve member policies, promote member marketing activities, continue to attract more guests to become stable and active members, improve the member system and the standards of each hotel member system, and connect the member systems of various formats.

First, improve the industry member platform, integrate various advantageous products, make full use of the marketing platform, and continuously enrich member products; second, analyze the consumption data of guests and classify the guest groups; third, organize different tendencies for different customer groups

Establish and improve the management of external data development and utilization, do a good job in desensitizing and controlling customer sensitive information, and do a good job in protecting important data and personal privacy information. Sort out sensitive data and clarify the principles of use. Continue to strengthen the full coverage of vulnerability and hidden danger discovery work, and strengthen network security management and control based on I6000 and S6000 risk warnings. Carry out regular network security early warning control, carry out network security vulnerability scanning and management, carry out regular information security technology exchanges, regular

actual combat attack and defense drills and competitions. Clarify the security responsibilities within the network and information security risk monitoring and early warning platform, improve risk control capabilities, and at the same time improve situational awareness capabilities through training and improve the network security defense system. Strictly abide by the State Grid's strong isolation requirements for internal and external networks, implement complete physical isolation of internal and external network systems, and deploy the system in active and standby mode.

The comprehensive management system clarifies management responsibilities and makes the company's internal affairs more process-oriented and standardized. Therefore, in terms of the comprehensive management system, establishing a data analysis model and an orderly management system can effectively ensure the smooth implementation of the new organizational structure plan.

Establish an intelligent office auxiliary analysis and decision-making model to achieve further integration of office business resources and professional business resources. Integrate professional businesses such as finance, materials, auditing, and law to achieve cross-business scenario integration and data sharing, and provide reliable data and analysis support for management decisions. In line with the strategy of the Happiness Industry Platform, in order to reflect the specialization within the platform and ensure the smooth operation of the information flow within the platform, the comprehensive management system of operations is reorganized and the monthly system of collaborative operation analysis is re-established. The intelligent decision-making analysis system based on human, financial, material, administrative and comprehensive management resources is used to support the operation and development of the enterprise. Led by the

Comprehensive Management Department, a full-factor monitoring and collaborative analysis decision-making system is established to realize the centralized and unified management of resources and to achieve efficient and lean management of resources. Comprehensive management coordination and collaborative business analysis provide support in monthly, quarterly, mid-year and year-end time series to promote deep integration within the industry.

CONCLUSION

Based on the relationship between strategy and organizational structure and the relevant theories of platform organization, this paper conducted an in-depth investigation and analysis of the current organizational structure of LN Business Travel Company for nearly a year. It is believed that LN Business Travel Company is currently responsible for the construction of the group's happiness industry platform, which is in line with the characteristics of platform organization construction. At present, the main structure of the organization is chaotic, the operation effect is not well responded, the communication and coordination are poor, the specialization is insufficient, and the resource complementarity is poor. Although the flattened structure is oriented to the platform strategy, it cannot meet the requirements of the long-term development of the LN Group's strategy. In order to solve the existing problems, this study proposes an optimization plan for the overall organizational structure of business travel companies, which is in line with the current development goals of the business travel industry and the happiness industry. This paper also specifically explains the guarantee measures in the implementation and promotion of organizational structure optimization. Based on the research on the organizational structure optimization of LN Group, this paper mainly draws the following conclusions:

(1) Focus on the rational optimization of the happiness industry platform to ensure the realization of the integrated development of hotels, commerce, cultural tourism, and properties, and support the expansion of real estate business projects and value upgrades. The Happiness Industry Platform is a resource allocation center and professional

management center for the group, realizing resource sharing and supporting various projects.

(2) Implement a more humane and flat flexible management method, find out the main factors that restrict its own development, and subdivide the basic elements of the platform organizational structure according to the optimized goals, principles and objective conditions. Organizational efficiency will be improved in different projects, and the organization will be more flexible in facing changes and demands in the internal and external environment.

(3) Implemented a complete set of research methods for discovering problems, analyzing problems, and solving problems. Understood the logical thinking of deconstruction-reconstruction. Learned and mastered the organizational structure analysis, design, and implementation forecasting process in detail.

(4) Provided theoretical support for the optimization of platform strategy, hybrid organizational structure, and platform-based organizational structure, and formed a solution with certain practical reference value from building platform architecture and exploring the extension of professional management.

(5) After LN Business Travel Company improves and optimizes its organizational structure, it will be beneficial to improve the flexibility and innovation of the organization by taking advantage of the integration of front-end, middle-end and back-end resources in accordance with the current typical platform organizational characteristics, such as resource complementarity, flexibility and empowerment. At the same time, this article also proposes to establish a corresponding process system, provide support in information management and human resources, and gradually optimize and improve it.

(6) After implementing the new organizational structure plan, we must continue to pay attention to the dynamic adaptability of the structure and the external environment according to the logic of "deconstruction-reconstruction" and effectively evaluate the effectiveness of the implementation of organizational structure optimization.

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 University of Economics in Bratislava (Словаччина)
 Scientific Center of Innovative Research (Естонія)
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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.

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**THE MAIN DIRECTIONS OF THE DEVELOPMENT OF
 MODERN PRINCIPLES AND METHODS OF
 MANAGEMENT IN A CHANGING COMPETITIVE
 ENVIRONMENT: A CASE STUDY OF SICHUAN SHUN NAN
 CULTURAL TOURISM HEALTH INDUSTRY INVESTMENT
 GROUP CO., LTD.**

In an era marked by rapid globalization and shifting consumer preferences, organizations must adapt their management principles and methods to remain competitive. Sichuan Shun Nan Cultural Tourism Health Industry Investment Group Co., Ltd. exemplifies how effective management strategies can foster growth in the cultural tourism and health sectors. This paper explores the key directions of management development within Shun Nan, focusing on strategic innovation, sustainability, digital integration, and stakeholder engagement. By analyzing relevant literature, we aim to highlight best practices that contribute to the organization's success in a dynamic environment.

Strategic innovation is a central tenet of Shun Nan's management approach [1]. The organization continuously seeks to differentiate itself by offering unique cultural and health-related experiences. This focus on innovation not only enhances the company's competitiveness but also contributes to the preservation and promotion of regional culture.

Sustainability is another crucial direction in Shun Nan's management practices [2]. The company prioritizes eco-friendly initiatives and responsible tourism to mitigate the environmental impact of its operations. This commitment to sustainability not only enhances its brand reputation but also resonates with environmentally conscious consumers, driving customer loyalty.

Digital integration plays a significant role in the management strategies of Shun Nan [3]. The organization utilizes advanced technologies to streamline operations and enhance customer experiences. Through the development of a comprehensive online

platform, Shun Nan provides customers with easy access to information, bookings, and personalized services. This digital transformation improves operational efficiency and allows the company to gather valuable data on customer preferences, enabling better decision-making.

Stakeholder engagement is essential for Shun Nan's management philosophy [4]. The company actively collaborates with local communities, government entities, and industry partners to enhance its offerings. By fostering strong relationships with stakeholders, Shun Nan ensures that its initiatives align with local interests and regulatory requirements. This collaborative approach not only strengthens the company's social responsibility but also enhances its competitive advantage through community support and partnership opportunities.

Moreover, Shun Nan emphasizes continuous learning and employee development as part of its management strategy [5]. The organization invests in training programs that equip employees with the necessary skills to adapt to changing market conditions. By fostering a culture of continuous improvement, Shun Nan empowers its workforce to innovate and contribute to the organization's success. This investment in human capital is critical for maintaining a competitive edge in the evolving tourism and health sectors.

In conclusion, Sichuan Shun Nan Cultural Tourism Health Industry Investment Group Co., Ltd. demonstrates that the development of modern management principles and methods is essential for thriving in a changing competitive environment. By focusing on strategic innovation, sustainability, digital integration, and stakeholder engagement, Shun Nan positions itself for long-term success in the cultural tourism and health industry. This case study highlights the importance of proactive management strategies in fostering organizational resilience and effectiveness in the face of ongoing challenges.

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СУЧАСНИЙ СТАН ТА ПЕРСПЕКТИВИ РОЗВИТКУ ПІДПРИЄМСТВ КРУП'ЯНОЇ ГАЛУЗІ УКРАЇНИ

Круп'яна галузь є невід'ємною частиною сільськогосподарського виробництва, яке формує вагомую частину ВВП країни та забезпечує продовольчу безпеку. Україна є одним з провідних світових виробників агропродукції, і розвиток круп'яної галузі може сприяти збільшенню експорту та укріпленню позицій країни на світовому ринку. Поточна ситуація в Україні вимагає адаптації підприємств галузі до нових реалій, пошуку шляхів для стійкості та відновлення виробничих потужностей в умовах війни.

Аналіз макросередовища є ключовим елементом у процесі стратегічного планування підприємств круп'яної галузі. У сучасних умовах динамічного розвитку економіки, де зовнішні фактори постійно змінюються, важливо не лише адекватно оцінювати поточний стан макросередовища, але й враховувати довгострокові тенденції та можливі зміни, які можуть суттєво вплинути на діяльність підприємства. Проте, більшість існуючих методів аналізу макросередовища мають певні обмеження, серед

**СУМСЬКИЙ НАЦІОНАЛЬНИЙ АГРАРНИЙ УНІВЕРСИТЕТ
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МАТЕРІАЛИ
III МІЖНАРОДНОЇ НАУКОВО-ПРАКТИЧНОЇ КОНФЕРЕНЦІЇ

**«СТРАТЕГІЧНІ ПРІОРИТЕТИ РОЗВИТКУ
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ОПОДАТКУВАННЯ В УМОВАХ
ГЛОБАЛІЗАЦІЇ»**

19 листопада 2024 р.

м. Суми



Сумський національний
аграрний університет



МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
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КОРОЛІВСЬКИЙ АГРАРНИЙ УНІВЕРСИТЕТ (ВЕЛИКОБРИТАНІЯ)
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19 листопада 2024 р.
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Україна



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

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

enterprise and their personal career plans to the candidates, guide more senior talents to join the enterprise, and use internal recruitment and cooperation.

In addition, personnel promotion should implement strict assessment methods, adhere to the principle of meritocracy, pay attention to the matching between talents and enterprise needs, recruit people according to the post, and formulate detailed talent recruitment plans according to the actual needs of enterprises to prevent waste of enterprise resources and talents. Shape a good corporate culture. As the soft power of enterprises, corporate culture is an important part of enterprise competitiveness and is crucial to the development of enterprises. Corporate culture is the external embodiment of the core value of the enterprise and an important factor that unites the employees of the enterprise. On the one hand, the construction of corporate culture should be combined with the development of the enterprise itself, such as corporate brand building, product quality, social image, etc., to highlight its characteristics, with high recognition; On the other hand, the publicity of corporate culture is also very important, regularly publicize the corporate culture, print brochures, for employees to read, enhance employees' understanding of corporate culture, increase employee pride, strengthen employee cohesion, for The development of enterprises retains more talents and creates a better cultural environment.

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THE EFFECTS OF ELECTRONIC COMMERCE ON ORGANIZATIONAL MANAGEMENT OF ALIBABA GROUP HOLDING LTD

In the digital age, electronic commerce (e-commerce) has redefined the dynamics of organizational management, particularly in tech giants like Alibaba

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

Group Holding Ltd. This paper delves into the profound effects of e-commerce on the internal and external management practices of Alibaba, a global leader in online retail and cloud computing. Unlike traditional companies, where organizational hierarchies are rigid and communication flows vertically, e-commerce platforms like Alibaba demand agility, decentralized decision-making, and data-driven management to sustain competitive advantage in a fast-evolving marketplace.

According to contemporary research, the integration of e-commerce transforms not just the sales and customer service channels but also the core operational and management structures of businesses [1, p. 210]. Alibaba's ability to create a fluid, data-centric organizational culture, driven by real-time market insights, sets it apart as a pioneer in using e-commerce not just as a sales channel but as a holistic management tool. This study aims to explore Alibaba's unique use of e-commerce to streamline processes, foster innovation, and enhance employee engagement.

The paper will investigate how Alibaba's extensive use of digital platforms, such as its e-commerce marketplaces (Taobao and Tmall) and cloud services, creates new pathways for organizational efficiency. In contrast to traditional retail companies, Alibaba uses data not only to predict consumer behavior but also to inform internal resource allocation and project management decisions. The incorporation of AI, big data analytics, and real-time market intelligence into day-to-day management activities distinguishes Alibaba from its competitors.

One of the key areas of focus is how Alibaba uses e-commerce as a driver for innovation within the company [2, p. 41]. This paper will analyze how the company's integration of cutting-edge digital tools allows for rapid prototyping, data-driven product development, and an agile work culture that adapts quickly to consumer demands. Additionally, the paper will examine how Alibaba's flat organizational structure, enabled by e-commerce platforms, fosters cross-departmental collaboration and minimizes bureaucratic inefficiencies, positioning the company as a model for future organizational design.

This research also explores the impact of e-commerce on human resource management (HRM) within Alibaba. As the workforce becomes increasingly digital, the company employs innovative HR practices, including digital recruitment, online training platforms, and performance management systems that leverage e-commerce tools to track and enhance employee productivity [3, p. 158]. This paper highlights how Alibaba's management leverages e-commerce to create a more flexible and motivated workforce.

In conclusion, this paper will provide a unique perspective on the effects of e-commerce on organizational management, using Alibaba Group Holding Ltd. as a case study. By focusing on the integration of digital technologies into management strategies, Alibaba demonstrates how e-commerce can be more than just a sales channel, but a cornerstone for organizational success in the 21st century.

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KEY ELEMENTS OF BUSINESS MANAGEMENT PROCESSES

In today's highly competitive business environment, effective business management processes are the key to enterprise success. A clear and efficient business management process can ensure the orderly progress of various activities in an enterprise, realize the rational allocation of resources, improve production efficiency, and thereby enhance the economic benefits and market competitiveness of the enterprise. Business management processes contain multiple elements, and each element is interrelated and interacts with each other, jointly constituting a complete system [1].

Activities are the basic constituent units of business management processes. They include various tasks and operations in the enterprise's operation process. For example, in a manufacturing enterprise, raw material procurement, production processing, and product inspection are all different activities. According to research on multiple enterprises, enterprises that reasonably classify and optimize activities can shorten the average production cycle by 20%. Taking an automobile manufacturing enterprise as an example, by re-planning and standardizing assembly activities, the original assembly cycle of 10 days is shortened to 8 days. Draw an activity process matrix chart. The horizontal axis represents different business departments (such as procurement, production, sales, etc.), and the vertical axis represents activity types (regular activities, key activities, support activities, etc.). Through this chart, we can clearly see the distribution of activities in various departments and the correlations between activities. For example, the raw material procurement activity of the procurement department is closely related to the

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