



China Huawei Enterprise Strategy Analysis

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Abstracts

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China's mobile communications continue to catch up with international standards at an alarming rate. Until 2014, China has more than 500 million smartphone users. China has become the largest mobile market in the world with the largest number of mobile phone users in the world.

Since its establishment in 1988, Huawei has been doing business in Shenzhen and Hong Kong since the beginning of the switch-to-switch business to a giants such as communications giant with annual sales of nearly 400 billion yuan. After studying Huawei's 27-year development process and key events, Huawei the planning of the overall development strategy and the prediction of the development of the industry are the reasons why it has not failed after several crises. A careful analysis of the strategic management of Huawei is not only a macro strategic vision of pre-researching and predicting the development trend of the telecommunications industry, but also a business strategic plan for what kind of products the company belongs to. It penetrates into all Huawei in the heart of the corporate culture, core values, organizational and transformational elements of a high degree of integration of strategic thinking. It is precisely because of this global and systematic strategic thinking, Huawei has built a strong and lasting market competitiveness.

This article evaluates Huawei's strategic options through the analysis of Huawei's external environment and its internal analysis (PAST) based on the literature

at home and abroad, and then conducts strategic evaluation using SWOT analysis to control and adjust the strategy.

Keywords: strategic management; influencing factors; strategic optimization



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CONTENT

Abstracts	i
摘 要.....	iii
Acknowledgment	iv
CHAPTER 1 INTRODUCTION	1
1.1 Research background	1
1.2 Research significance.....	3
1.3 Research purposes.....	4
1.4 Research Framework	4
CHAPTER 2 LITERATURE REVIEW	5
2.1 architecture introduction	5
2.2 strategic management process.....	5
CHAPTER 3 RESEARCH METHODS	11
3.1 The research method involved	11
3.2 research process	11
CHAPTER 4 RESEARCH AND ANALYSIS	12
4.1 Huawei external environment analysis	12
4.2 Huawei Internal Analysis.....	25
4.3 Huawei's core competitiveness analysis	29
4.4 SWOT analysis	30
CHAPTER 5 CONCLUSIONS AND SUGGESTIONS	31

5.1 Conclusions.....	31
5.2 Strategies and Recommendations	36
REFERENCES	38



CHAPTER 1

INTRODUCTION

1.1 Research background

Since the 90s of the last century, the mobile communications industry in our country has been accelerating its transformation and upgrading. The network construction and business applications of 3G and 4G networks have been actively carried out. The overall competitiveness of the network infrastructure has jumped.

According to the " Statistics bulletin of the telecommunication industry in 2015" issued by the Ministry of Industry and Information Technology, in 2015 there were 1,271,000 new mobile communication base stations added, bringing the total to 4.668 million. Of these, 992,000 new 4G base stations were added, bringing the total number to 1.71 million. The quality and coverage of mobile network services continued to improve.

China's mobile communication network technology has gone through the first generation of analog technology (1G), the second generation of digital technology (2G) and the third generation of broadband digital technology (3G), is currently in the fourth generation of mobile communication technology (4G) High-speed popularity and is studying the fifth generation of mobile communication technology (5G) stage. The rapid development of mobile communication network technologies from 2G to 3G and 4G and the popularization of mobile intelligent terminals make the content of mobile communication services extend from simple calls and short messages to other

applications requiring high-speed and massive mobile data transmission, including IP phones, Games, video, data transmission, file sharing, Internet of things, etc., so that the data transmitted and received per unit time have increased substantially. Multimedia data generated by the data traffic than ordinary voice, text information 10 times.

China's mobile phone users reached nearly 1.3 billion, reaching 1.297 billion. Mobile broadband (3G / 4G) subscribers reached 820 million, mobile broadband penetration rate reached 62.6%, the total number of 4G users reached 580 million. This growth is expected to continue with the development of domestic mobile intelligent terminal manufacturing and the laying of mobile communication networks (Zhi Yan Consulting Group, 2017). According to the "Statistical Communique on Communications Operations in 2015" issued by the Ministry of Industry and Information Technology, in 2015, the penetration rate of mobile phone subscribers nationwide reached 95.5 units / 100 persons, 1 more than that in 2014/100 persons. In recent years, Tablet PCs, car mobile devices, wearable devices and other mobile network terminal devices are rapidly gaining popularity. Some users will have more than one type of mobile network terminal devices to meet diversified needs. The change in the form of information and the increase of the holding amount of mobile networked terminals will inevitably lead to an increase in the amount of information. However, the capacity of existing transmission equipment is not sufficient for such a large amount of data needs. The number of users that can simultaneously serve a single communication base station will also vary with Data traffic growth and decline, so

mobile operators need to increase the number of communication base stations to meet the needs of end users.

To sum up, due to the rapid change of mobile communication network technology and the continuous expansion of subscriber base, base stations for communications will continue to increase investment and construction efforts and the market will have broad prospects for development. Huawei wants sustainable development, strategic planning in the future is crucial. In this era of rapid development of mobile communication network technology, Huawei is already one of the world's leading companies in communications technology.

However, the correct strategic planning is capable of Stay ahead of the increasingly competitive market.

1.2 Research significance

With the development of the times, it will become a intelligent society in the next two or three decades. A intelligent society is a society with a big bang in information explosion. Although at present, Huawei develops well from all aspects, but now the technology of social science and technology is updated too fast. Huawei can not always only gamble on the direction of small companies. Rather, it needs multi-path and multi-team research to formulate a development strategy that suits itself. At present, Huawei has achieved great achievements through its national policies and its own strategic deployment in the early stage and has also gained a leading position in

the global communications solutions market. However, with the changes in the technological reforms in the telecommunications industry, Huawei has achieved success in its strategic planning. Not necessarily adapt to the present and future markets. Therefore, under Huawei's existing strategic plan, taking Huawei itself and its competitors as its research objects, it analyzes existing strategies and optimizes and improves future strategies.

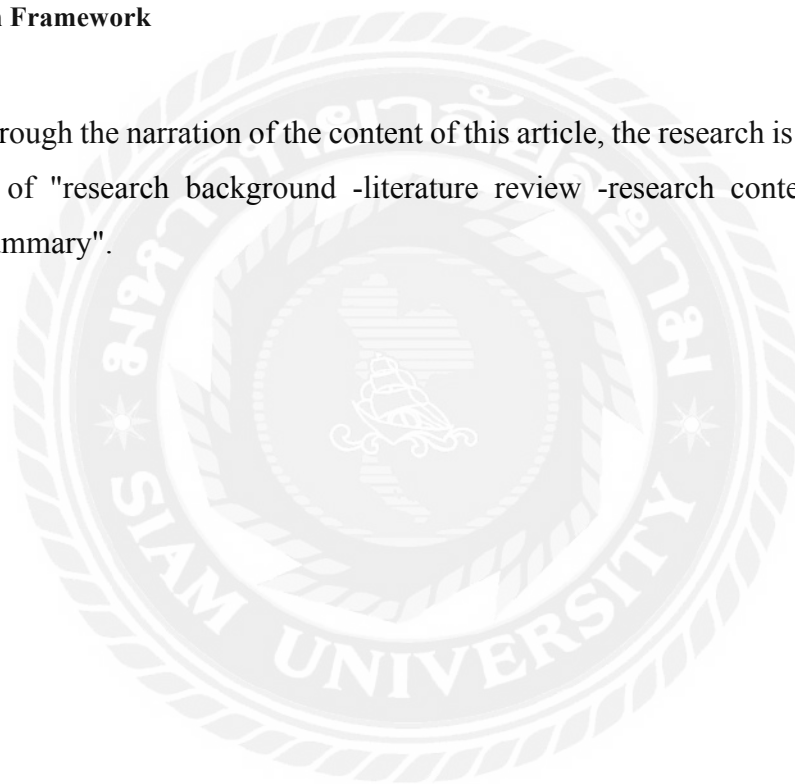
1.3 Research purposes

While many multinational corporations make large-scale strategic transfer to China, Chinese domestic enterprises have gone abroad one after another to go to the world and start their international journey. However, going to the world is not the ultimate goal. They contend for the global market share with multinational corporations' giants and establish the international core competitiveness is the fundamental. "Among the famous communications equipment enterprises in China, Huawei Technologies Co., Ltd. is the most internationalized enterprise in the world," said Li Dongsheng, president of TCL. Huawei's success is often quoted as a phenomenon. This means: Huawei is self-reliant in high-tech fields and relies on its own intellectual capital for sustained, rapid and efficient development. The successful experience and the lessons of failure of the internationalized strategy implemented by Huawei are very profound. This article hopes to summarize the path of Huawei's internationalization from the strategic management experience and issues in the process

of Huawei's internationalization. This article hopes to summarize the path of Huawei's internationalization from the strategic management experience and problems in the process of Huawei's internationalization. It is hoped that the analysis of Huawei's strategic management will help Huawei to conduct a comprehensive and systematic reflection on the selection and implementation of the strategy (Xiang, 2003).

1.4 Research Framework

Through the narration of the content of this article, the research is based on the framework of "research background -literature review -research content -research analysis -summary".



CHAPTER 2

LITERATURE REVIEW

2.1 architecture

With the expansion of the expectation gap of the performance, the enterprise will be more and more aggressive in the strategy adjustment in order to reduce and solve the dilemma of its own rights and interests. This section mainly reviews the foreign and domestic research on strategic management (Ansoff, 1965).

2.2 strategic management process

2.2.1 Identify the Organization's Intentions, Goals and Strategies

The purpose of defining a company is to encourage management to carefully determine the company's products and services. The understanding of what we are doing is related to the company's guidelines. As some scholars have pointed out, the reason why the U.S. railways do not Boom Because they mistakenly understood what they were doing. In the 30s and 40s, railroads might have quite different fate if they realized they were engaged in transportation rather than just the railroad. Of course, management must also figure out.

Strategic management is the formulation and implementation of the major goals and initiatives taken by a company's top management on behalf of owners, based

on consideration of resources and an assessment of the internal and external environments in which the organization competes.

Strategic management provides overall direction to the enterprise and involves specifying the organization's objectives, developing policies and plans designed to achieve these objectives, and then allocating resources to implement the plans. Academics and practicing managers have developed numerous models and frameworks to assist in strategic decision making in the context of complex environments and competitive dynamics. Strategic management is not static in nature; the models often include a feedback loop to monitor execution and inform the next round of planning.

Michael Porter identifies three principles underlying strategy: creating a "unique and valuable position", making trade-offs by choosing "what not to do", and creating "fit" by aligning company activities with one another to support the chosen strategy.

2.2.2 Analysis of the environment

Environmental Analysis It is the key link and element of strategic management process.

Organizational environment to a large extent, the possible options for management are set. Most successful strategies are environmentally compatible

strategies. Matsushita Electric Industrial Co., Ltd. (Matsushita Electric Industrial Co., Ltd.), a leading home entertainment system manufacturer, has made technological breakthroughs in miniaturization since the mid-1980s (Bettis, 1983).

2.2.3 Strategic expectations

First, the organization determines the follow-up behavior choice by assessing the gap between the current actual performance and the "target expectation level". When performance is lower than the "target" desired level, management will "below expectations" the state of the organization is defined "loss", the loss is actuated enterprise management to implement strategic management, in order to make enterprise performance back to goal expected level (Liu, 2008).

The greater the gap between the actual performance and the expected level of the target, the more serious the enterprise will be in the loss, and the motivation and degree of the enterprise strategic adjustment will be intensified. This is because the performance of expectation gap means the current enterprise in the allocation of resources, operational mechanism, product manufacturing or marketing strategies appear problem, need through the new adjustments to adapt to market competition, improve the competitiveness. The bigger the expectation gap is, the more can let managers aware of the existence of organizational issues, thus enabling them to organize the strategic adjustment, enter or exit the market, for example, change the product or market strategy, to reposition strategy, etc.

Second, the larger the performance expectation, the more it reduces and threatens the reputation and external legitimacy of the enterprise, and the reasons for the existence of the enterprise are questioned by the stakeholders. In particular, when companies fail to come up with solutions after a sustained decline in performance, the business will be forced to demand a fair and reasonable explanation for the continued decline in performance. Shareholders, investors, media and public institutions also tend to strengthen the attention and supervision of the performance decline enterprises. The internal and external crises threaten the legitimacy of the organization, forcing the management of the enterprise to rethink its strategic activities and business direction to correct existing problems and improve enterprise performance.

Third, for employees, good corporate performance represents a better opportunity for advancement and higher salary expectations. Poor performance, on the other hand, can lead to constant negative expectations, such as salary cuts or layoffs. In short, performance expectations, the greater the difference, the positive expectations, the more likely they were to reduce the staff to the enterprise will eventually cause employee attrition, once the core employee turnover, enterprise facing the problem will become more serious. If enterprises under the condition of the implementation of active strategic adjustment, will become a kind of signal mechanism, stability and employees is for staff awareness to get companies to actively solve the problem, operation performance can be obtained to improve again.

Fourth, performance expectations gap may also affect managers themselves in the external labor market reputation, therefore, when performance expectation gap

to expand, managers to avoid loss their own interests, especially maintain the popularity of the labor market in the future, they will by actively explore behavior to achieve the purpose of saving enterprise. In addition, the gap in performance expectations is also conducive to breaking the arrogance of managers' adherence to the status quo, prompting them to re-examine the problems existing in the current strategy. It will also reduce the egos of managers, stimulate them to seek more information, especially study the behavior of the competitors, aiming at competitors, adjust their strategic direction, to get the understanding and support of the organization's strategic potential investors (Chester, 2007).

2.2.4 Analysis of the organization's resources

The core of Huawei's entire strategic framework is described in two sentences: one is customer-centric and one is goal-oriented. Huawei builds a customer-centric operation and management system. Observe trends; Observe the market; See the competition; Look at myself. Look at the opportunity, this is huawei's "five look". Through these five conditions to grasp the strategic point of opportunity, in the strategic formulation of the control points; Determine your goals; Identify strategies (Xu, 1999).

2.2.5 case

There was a box business in the U.S. in the 1980s, and gross margins were low. There is a supplier of high-end cartons, and it has two kinds of customers: customers who make drugs and customers who make food. The company's initial approach was simple, selling boxes and waiting for boxes to break down before selling.

But the CEO found that there was a problem with the business logic: I sold the boxes to the customer, why did I want the customer's box to be broken every day? A figure, later found food companies, pharmaceutical companies in the inventory of the boxes of the hubs have box, when it is over, life quickly in new boxes, in order to avoid damage of food, drugs. The CEO thought, in fact, the client is not buying the box, the customer is buying the container service.

After figuring it out, he went to negotiate with the client: based on the box costs you use for the year, multiply by 80%, and I'll sign a five-year contract with you. Then the supplier in case product development innovation, use the new material, the box of costs by 20%, and the life of the box increased by 100% to 200%, all the cases of gross margin sharply. Using this method, he quickly became the largest supplier of boxes in the United States (Child, 1972).

2.2.6 Identify profit areas and find profit areas.

An industry exists because it makes money. But if you pull the whole chain away, you'll find that there's a lot of money and a little bit less.

For example, the pork industry chain, we open the whole chain of pork. Pig breeding is pig breeding, epidemic prevention, management and so on. Pig, basically is slaughtering, division, processing, to channel, retail, consumer.

Two years ago, the pork industry in China was very sad, and all the costs were basically transparent. Each cost was stacked on top of each other, and the gross profit rate was low. But there are two parts of the industrial chain that make money. One is a pig, the other is a channel. There are two companies that have done business innovation, and one is in the company. Wen's shares are the main catch. In the past, pigs were imported because of the high rate of pig breeding abroad. Wen's shares are imported from abroad, and then licensed to breeding households, which are then bought and sold to local channels. In this way, a lot of money is made, which is a typical extension of the industrial chain to the breeding of pigs.

2.2.7 Develop strategies

The strategy needs to be set up at the corporate, business and functional levels respectively. In this session, the organization will seek the proper organization of the organization in order to gain a leading position relative advantage.

2.2.8 Implementation Strategy

No matter how effective the strategy is, it will not be possible to ensure the success of the organization without proper implementation. In addition, in the implementation of the strategy, the highest management had leadership.

Although important, but middle and Grassroots managers the initiative to implement the plan is equally important. Management needs to ensure that the strategic goals of the organization are met through hiring, selecting, punishing, changing, upgrading and even dismissing staff (Davis & Robinson, 1984).

Standing at a new starting point, the opportunities and challenges of the future are coming at a faster pace, and the persistence of open innovation will help us stay invincible. In the next decade, Huawei will continue for more than \$10 billion a year and more investment on technology innovation, actively opening up and cooperation, attracting, cultivating top talent, strengthen the exploratory research, to better enable digital and intelligent transformation. Looking ahead to 2018, emerging technologies such as the Internet of things, cloud computing, artificial intelligence and 5G will accelerate to scale business. We should not only grasp the trend of technology innovation and business change, more attention to the customer in the digital transformation challenges encountered in the process of reality, help customers solve problems and achieve business success, take the digital world into everyone, every family, every organization, to build the world of all things connected intelligence.

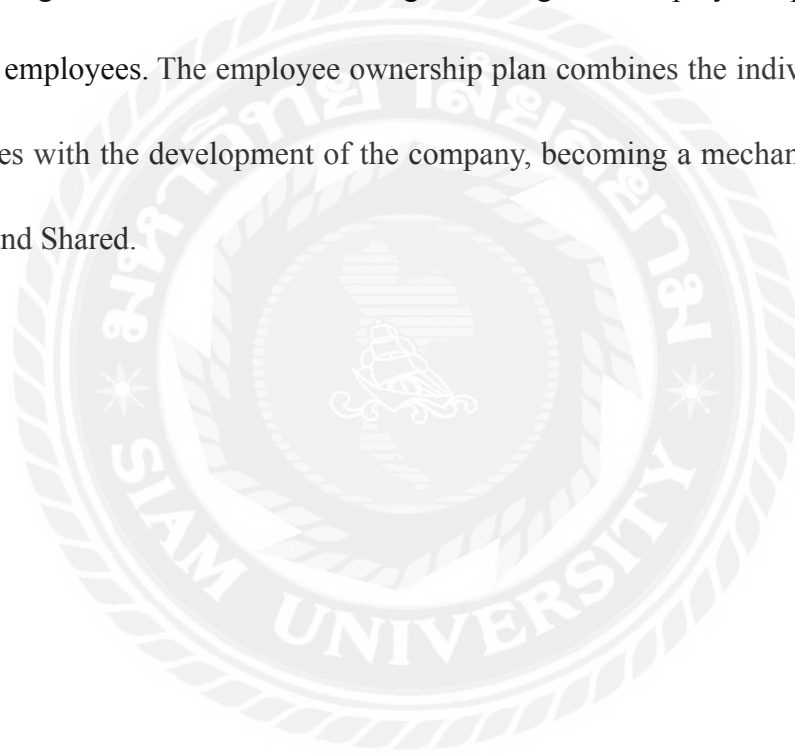
2.2.9 Evaluation Results

The final step in the strategic management process is to evaluate the outcome: how effective is the strategy? What adjustments need to be made? This involves the control process.

2.2.10 Company Organization

As of December 31, 2009, the shareholders controlled by Huawei and the following investment ratios are as follows:

Employee Stock Ownership Plan Implemented by Huawei Holdings, and Employee Stock Ownership Planned Participants As of 2013, Huawei held 84,187 employees, All the staff members of the company constitute the employee representatives of the employees held by the employees holding shares held by the employees in general and exercised the rights through the employee representatives held by the employees. The employee ownership plan combines the individual efforts of employees with the development of the company, becoming a mechanism that can be Shared and Shared.



CHAPTER 3

RESEARCH METHODS

3.1 The research method involved

This article will use the literature research method, case study method two ways to analyze.

SWOT analysis method, namely the trend analysis, is to list the various major advantages of oneself, disadvantages and external opportunities and threats closely related with permutation, and then use the idea of system analysis to analyze the various matched factors and series corresponding that a certain decision. Divide the dominant factors into two groups and group them to see if they are related to potential opportunities in the industry, or whether they are related to potential threats (Schoemaker, 1990).

Continue to identify the weaknesses in all the conditions, and when grouping, observe whether there is any potential relationship with potential opportunities in the industry, or whether there is a potential threat or not.

Competitors : Cisco, In just 16 years from a start-up company rapid development as the world's largest Internet equipment and solutions provider, scope of business covers almost every part of the network construction and in its tread act as the role of the market leaders. Which was founded in December 1984 in the us and once accounted for 80 per cent of the global core router market, can almost be described as a "monopoly". No adversary in the entire communication field can pose an effective threat to it. At its peak, cisco had a market capitalisation of more than \$500bn, making it America's biggest technology company, thanks to its long tenure.

3.2 research process

This article establishes the SWOT analysis model of Huawei through literature research, analyzes the advantages and disadvantages of both strategic

directions from internal and external environment analysis to competitor case analysis, and then summarizes the optimization suggestions.



CHAPTER 4

RESEARCH AND ANALYSIS

4.1 Huawei external environment analysis

4.1.1 The overall situation of the communications industry

Since 2017, new technologies, new businesses and new services in the telecommunications industry have emerged one after another. Internet of Things has begun to take shape. The outbreak of traffic management caused by video services is not limited. Free traffic has become a new option in various industries. The digital evolution of the telecommunications industry began to gradually integrate and share economic, artificial intelligence and other emerging areas, become their own source of strength for continuous improvement.

Technically new old alternately accelerated. Australia, Singapore's 2G network is closed at the same time, the popularization of 4G network has become the current mainstream of mobile broadband network, Japan and South Korea are close to full coverage. Singapore ensures outdoor 4G network coverage 99%. British EE 4G network covers 90% of the mainland China. In addition, the rapid advance of 5G technology, the pilot of equipment testing and experiment have been fully carried out in North America, Europe and China, and the cross-regional cooperation has been carried out on a large scale and the spectrum planning has achieved a breakthrough.

Fixed-line upgrade also with the domestic implementation of broadband policy in China and the mass data transmission needs to universal Gigabit network. Advances in technology and improvement in hardware performance have greatly enhanced the strategic position of the telecommunications industry. If other industries lack the support of the telecommunications industry, they will be struggling. The most disruptive technology in the current communications industry is 5G technology. After several years of accumulation, the current 5G technology has made breakthrough progress in standard setting and spectrum planning. According to the plan, 5G service will be launched in 2020, but many operators at home and abroad will accelerate the launch of 5G service. In the hope of opening a vast market for high-speed Internet of all kinds and breaking through development bottlenecks, for example, AT & T introduced the first 5G pilot service in the United States, Based on millimeter wave technology. Japan DoCoMo also conducted 5G test. At the government level, the 5G also takes more and more attention. With the help of 5G, the overall economic development will be stimulated. Many countries are pressing ahead with the formulation of the 5G plan. For example, the United States announced the opening of the high-frequency band for 5G. The EU announced a 5G action plan, pre-commercial testing in 2018 and proposed a spectrum planning schedule.

In terms of broadband fixed network, all optical network has become the standard, broadband strategy has become the basic strategy of all countries, the mainstream of the broadband market is gigabit. The German government's digital strategy, 2025, proposes the construction of a fully gigabit optical fiber network.

Thailand Launches \$ 430 Million National Broadband Project. Google launched the United States Google gigabit broadband services Google Fiber, Comcast, Time Warner Cable, AT & T and other broadband operators have basically launched Gigabit broadband services. More than 500 Gigabit networks have been deployed by telecom and cable operators worldwide, more than 85% of which are based on fiber-optic connectivity.

With the full construction of mobile broadband and fixed broadband networks, various new applications have also been exploded. All kinds of applications, whether in the category or the application scale, can exert the advantages of the telecom operators in user bases and marketing channels to become communications an important part of the industry's ecosystem. One of the fastest growing mobile payment. Operators began to fully enter the field of mobile finance.

Telefonica Germany, in conjunction with Fidor Bank, launched the mobile banking business, which allows users to have complete visibility into their spending and receive real-time transaction notifications, as well as direct microfinance lending services. Orange acquired UNITA Bank to establish common banking business such as account savings, loans, insurance and payment through the establishment of a mobile platform.

New Perspective of Communication Industry Communication resource sharing.

As various emerging technologies are applied in the field of communication, the hardware that landed on them is limited, and thus common features such as

spectrum re-tillage and optical fiber sharing naturally require strong processing power to perform. Resources are allocated and arranged effectively and reasonably. For example, the European Commission proposes to jointly use 700MHz spectrum by the mobile and broadcasting industries in order to ensure that the EU region can have sufficient spectrum to develop the 5G service. The French government is promoting a pilot spectrum sharing pilot (LSA) management approach. The Ministry of Telecommunications of India allows telecom operators to share active telecom infrastructure such as antennas, power cables and transmission systems, enabling dual sharing of passive infrastructure and active infrastructure among carriers. Mexico's mobile operators and mobile virtual operators can rent the country's shared network.

Video traffic broke out.

In recent years, traditional operators have been active in the field of video layout. Four carriers in the United States have launched their own mobile video services one after another, supplemented by flexible tariff policies and constant innovation. US AT & T spent huge sums of money buying media giant Time Warner, into the field of television and video. Verizon acquired AOL and Yahoo, focusing on mobile main business, around its development of various revenue-generating platforms. Spain Telecom spending huge sums to buy the rights to broadcast the two major events in Spain. BT Sports BT Sports added more. All these layouts are generated in the context of the shrinking revenue of operators in the traditional business and the urgent search for new sources of revenue. At the same time, smartphones have entered a mature

period of popularity, and users are accustomed to using habits, and have the conditions of software and hardware, mobile video the outbreak also appeared naturally.

Digital evolution

With the rise of mobile Internet, the digital wave transmitted from the IT field inevitably subverts the vagueness of the communications industry and the telecommunications industry, and the telecommunications industry has integrated more elements of the new era. All countries are actively responding to this digitization. Germany released digital strategy 2025, involving the expansion of digital infrastructure, promoting digital investment and innovation, and developing intelligent interconnection. The United Kingdom is launching a new digital economy act in Taiwan to promote building a world-class digital infrastructure that will support emerging digital industries. Japan's Ministry of Economy, Trade and Industry released the blueprint for the mid-term consolidation of its new industrial structure; South Korea announced the five-year strategic plan for Korea's ICT2020 to expand its investment in the ICT sector. Operators are also beginning to digital transformation, Verizon digital business has covered online news, entertainment, blogging platform and online advertising. This year, the company cut its data center, tower and other traditional telecom assets on a large scale. At the same time, it continuously purchased new assets and restructured the company's business structure. In view of the acquisition targets, Verizon focuses its efforts on mobile, Internet of Things and the media. Another stage of digital evolution is artificial intelligence. Many countries also made vigorous efforts to promote the development of artificial intelligence from the government level.

The Ministry of Science, Technology and Innovation of South Korea will take the six newly emerging high-tech industries such as artificial intelligence as the major strategic development goals and increase financial support. The U.S. Presidential Office has released two important reports: "Preparing for the Future of Artificial Intelligence" and "National Artificial Intelligence Strategic Research and Development Plan." Elaborated on the government's responsibilities and seven strategies in developing artificial intelligence technology.

The Japanese government set out to discuss how to achieve the fourth industrial revolution that has been positioned as the core of its economic growth strategy and stepped up the transformation of the fruits of cutting-edge technologies such as artificial intelligence and robotics. Although artificial intelligence is still in its infancy, the trend of its rapid development is overwhelming.

Communication industry development focus.

All along, the development of the communications industry can promote economic growth. The communications industry is a country that places great emphasis on industries in various countries and regions. Relevant policies and funding are considerable. 5G, Internet of things, optical networks and more is the focus of the industry. Australia will invest 2.3 billion Australian dollars for scientific research; Singapore to allocate 19 billion Singapore dollars to promote scientific research innovation; Korea introduced a creative economy plan, strongly support the Internet of Things, 5G, big data; Germany put 1.3 billion euros to deploy high-speed broadband; 100 million pounds all-optical network development, 5G. In addition, the government

encourages policies such as Australia's new spectrum requirements designed specifically for M2M and the Internet of Things (IOT), and the United States is also the first to announce a 5G spectrum plan.

In each new technology, can quickly expand the scale of the network in the short term, increase the number of large users, bring considerable economic benefits of non-Internet technology. Operators eager to open up new markets, the field of things become its force. At present, the economic benefits of the Internet of Things are already on the horizon, and more sophisticated business models have emerged such as intelligent meter reading, smart wearable and environmental monitoring. In 15 years, the IOT market in Korea reached 4 billion U.S. dollars, a strong increase of 28%. In the traditional environment where business growth has been sluggish, the explosive potential of the Internet of Things business will firmly attract this operator.

In addition to building networks, operators continue to cultivate and invest in a range of proprietary IOT services, with particular emphasis on the areas of measurement, tracking and monitoring. Japan NTTDoCoMo for the first time combined mobile networks and agricultural UAVs to achieve a breakthrough. It now appears that the Internet of Things has been rolled out in an all-round way in the world. Operators in the first batch have made returns of different scales. AT &T, Verizon, Deutsche Telekom, Korea Telecom, SK Telecom and so on have all gained a lot.

All things are generally optimistic about the development space of the Internet of Things. There are currently 2,888 IOT-related businesses in North America, which have raised \$ 125 billion and have generated \$ 613 billion in value.

Of the 2888 IOT companies, 2748 are in the United States and 140 are in Canada. Nearly half of these companies are focused on five areas: AI and machine learning (401 companies); smart home (282 companies); healthcare -businesses (240 companies); VR / AR (216 companies); Data Security (208 companies). In the face of massive amounts of data and information brought by IOT devices and sensors, AI and machine learning are crucial for processing information and accelerating decision making.

It is worth noting that with the establishment of the NB-IOT standard, the determinism of the Internet of Things (IOT) in the field of operators is further strengthened. The advantages of telecom operators in the network and external expansion are mainly platforms and application areas. In light of the hot spots and trends in investment in the global internet of things industry chain, telecom operators should focus on the shortcomings in their segments and increase their investments in such fields as car networking, logistics applications, smart home applications, smart cities and public services, enrich their vertical industry applications, Activate the platform through multiple vertical applications, enable vertical applications through the platform, and create a vibrant IOT ecosystem through positive interaction. The development of Internet of Things industry will detonate the upstream and downstream communications industry chain, thus bringing the entire communications industry a huge blue ocean market.

4.1.2 PEST analysis

Domestic political and legal environment.

Since the reform and opening up, the three-stage reform of China's telecom service industry through relaxation of price control and breaking of monopoly and regulatory restructuring and industry restructuring has broken through the system of exclusive monopolization by government enterprises and formed a sound foundation for various businesses Competition pattern.

The country pursues a development strategy of "going global" as a guideline and encourages its own enterprises to go abroad and go global. The trend of foreign science and technology legislation, the United States, Germany, Britain, Japan, South Korea and other countries to amend their telecommunications law will help Chinese enterprises such as Huawei better in the global market place. In order to promote market competition, most countries legislated to lower the market entry barrier. Economic environment.

The rapid development of the world information economy and the Internet industry has provided communications equipment manufacturing industry with tremendous opportunities for development and broad prospects for development, making it one of the fastest growing industries in the world. After the reorganization of China's telecom industry, the rapid growth of the infrastructure network has continued to expand the market scale, which has provided a great opportunity for China's communications equipment manufacturers. At the same time, foreign markets Since the financial crisis started in 2008, countries hit by financial shocks have reduced

their investment in communications equipment. This has given Huawei, a low-cost product, an opportunity to enter the North American market and other places.

Social environment.

China has become the largest mobile phone market in the world. The relationship between Western telecom operators and well-known domestic brands is also very close. Huawei and the world's major carriers have also given good relations to open up the overseas mobile phone market in China a good opportunity.

Technical environment.

The mainstream information carrier has evolved into "video+ image" is not limited to text, and the demand for mobile Internet speed is also increasing. The information and communication industry takes the network as the center and rapidly changes user-centered service. From terminal services to those who directly use the terminals, the cloud computing business model and technology reform enable the industrial structure to be rebuilt.

4.1.3 Consumer Demand Analysis

Consumers are now driven by multiple factors such as product upgrade, quality pursuit, consumption staging, low-cost purchasing power and the rise of the new generation, and the online purchasing power has risen dramatically. The purchasing power of consumers in low and middle tier cities has been drastically released. Middle and low-tier consumers have gradually become the key drivers for the growth of the online handset market. Demographic

data shows that the trend of population aging in China has become increasingly evident. The new generation has a strong desire to consume, prominent individuality, advanced consumption concepts and higher quality pursuits.

4.1.4 Communication Technology Development Analysis

4G technology has become the mainstream, 5G technology has begun to take shape. 5G differs from 4G, 3G and 2G in that it is not a single radio access technology or a few newer radio access technologies but rather a combination of new radio access technologies and existing radio access technologies (after 4G to the evolution of technology) after the integration of the solution. 5G demand has been expanded to the field of Internet of things, with a new multi-interface technology, it is in line with Huawei's future strategic plan.

4.1.5 Analysis of Huawei Enterprise Competitors

Cisco has accounted for 80% of the world's core router market share, whether it is routers, switches or other network equipment, Cisco can almost use the "monopoly" to describe. No single opponent in the field of communications can pose an effective threat to them. Because of the long-term occupation of the whole cake, the most peak period, Cisco's market value once exceeded 500 billion US dollars, becoming the United States the most dazzling technology companies.

Cisco China has been challenged by its domestic competitors in the process of actively seeking expansion. The technological advantages in the traditional fields have gradually been caught up by domestic competitors and entered the price war stage. After the Prism Gate event in 2013, Cisco's business revenue in China shrank by more than 18%, including limited development in key areas such as government, finance, power and telecommunications. At the same time, the domestic manufacturers' camps quickly followed up. Big squeeze the development of Cisco in China space.

With the rise of production costs and labor costs in China, under the new situation of deepening industrial restructuring and economic upgrading in China, the enterprises are faced with the challenges of slowing down the development and exacerbating competition, which is in urgent need of restructuring. Before and after the cooperation with Ericsson Huawei is still a strong opponent.

Product development model comparison : Most of Cisco's technology is bought from the outside, Huawei is purely self-development. Therefore, Cisco's technology line with Huawei's style is different, there is no better or worse, but the thinking of American companies and Chinese companies only different way.

This model of Cisco is more suitable for innovation, Cisco is relying on this way to maintain an innovative ability to lead the market. Although Huawei R & D route looks small risk, more suitable for management and control, in fact, Huawei should take the acquisition route, but the Chinese environment, the market is easy, many excellent companies have run Internet business, the domestic can do a solid job the product of the company few and farms. At this level, Cisco is a group of wolves,

Huawei is more like a lone Wolf in the fight. Even so, Huawei 35,000 patents, the world's top three, Huawei and Cisco war, Huawei is in the United States with a group of Internet companies in Silicon Valley operations. This is why the U.S. companies did not allow Huawei to acquire Silicon Valley companies.

For a long time to maintain an innovation, is the product of the most difficult business facing the problem. Once Cisco's ability to innovate declines and the product is homogenized, cost will be the key to winning. Huawei is taking full advantage of low cost and strong research and development capabilities to surpass Cisco.

The competition in the domestic market, some people think that Huawei won the government take care of is the prism led Cisco defeated China, in fact, this is an inevitable result of the development, but those events accelerated the process only. Currently, the strong R & D strength of Huawei's 35,000 patents is much lower than the cost of Cisco. With the fast response capability of local services, any foreign company can not do so Huawei has no suspense to win Cisco at home.

4.1.6 Huawei External Opportunity Analysis

Opportunity 1: low R & D costs and labor costs.

China has a low R & D costs, low but sufficient manpower costs have given Huawei a huge cost advantage. Achieved Huawei delivery costs and delivery efficiency in the industry to form a good reputation.

Opportunity 2: The Impact of the U.S. Financial Tsunami.

The financial tsunami triggered by the United States in 2008 caused more savings for operators in Europe and the United States, significantly reducing the business performance of overseas first camp-based equipment relying on the European and American markets. In this opportunity, Huawei, ZTE come to the fore, not only shared the Asia Pacific market, but also use its "cost", making the market share in Europe and the United States to further improve.

Opportunities 3: the continuous demand of the world communication market.

China's rapid growth of 3G in the future and the recovery of the international market will have a beneficial impact on China's telecommunications industry. China Telecom restructuring brought about network upgrades and transformation and 3G project will bring tremendous industry investment opportunities. In the meantime, with the support of the huge domestic market scale and government industrial policies, the global communications equipment industry has shown the trend of shifting to China, bringing about trendy investment opportunities for the industry (Michael, 1989).

Opportunity 4: Compared with China, the telecommunication network level of most overseas markets is still lagging behind, with low management level and

opportunities to participate, so the profit margin is relatively large. Huawei is China's first private-owned company in the telecommunications industry. Therefore, the government and the government have played a crucial role in giving Huawei policy support.

4.1.7 Huawei External Threat Analysis

Threat 1: Threats from the industry.

The communications equipment manufacturing industry has slowly become a sunset industry, with the overcapacity of technology, the excess of services and the inertia of the inherent spending habits of end users, making the profitability of telecom operators declining. Industry competition is fiercer. The overall growth rate of the domestic telecommunications equipment market has slowed down obviously. With the decrease of market increment, the growth of income and profit in the traditional product market has become extremely difficult. Domestic equipment manufacturers vicious price war, product homogeneity, falling prices, has seriously undermined the market order.

Threat 2: from China's yuan appreciation, inflationary pressures.

Huawei currently has more than 75% of its sales revenue from overseas. If the RMB continues to appreciate and the global operators are consolidating, it will certainly reduce Huawei's competitiveness.

Threat 3: the face of a strong opponent.

ZTE, its state-owned background makes ZTE always occupy a place in the Chinese market, together with ZTE is a listed company, Huawei has a difficult to imitate the financing capacity.

Threat 4: the risk of trade barriers, technical standards and other soft barriers. Most of the transnational investments of Chinese enterprises are concentrated in the third world countries that are underdeveloped economically, and these countries have a lot of uncertainties in politics, security, laws, markets and creditworthiness, which are very risky. Abroad, attaches great importance to the issue of personal privacy in mobile phones, so as a Chinese-style Huawei handsets, will face severe challenges.

4.2 Huawei Internal Analysis

4.2.1 Huawei Internal Advantage Analysis

Advantage 1: a comprehensive product line and offline services.

Huawei has the most comprehensive product line and excellent offline service in the communications equipment manufacturing industry. Elimination of compatibility problems between different devices, improve equipment utilization, save

commissioning time, creating the most value for customers. Huawei's leading edge network technology and price performance ratio has been able to develop the

international market, overseas markets hit a record high. Market research firm Del'Oro statistics show that by the third quarter of 2009, Huawei's market share has risen from 11% over the same period in 2008 to about 20%, almost doubled, according to share calculation, Huawei has become the second largest mobile device vendor in the telecom market.

Advantage 2: product cost-effective, fast delivery.

Huawei's cost of human resources, R & D personnel costs lower than Europe and the United States and other developed countries, low product cost. Huawei is flexible in management and employees are highly dedicated and able to complete their work tasks on time or ahead of schedule. Huawei has set up a highly cost-effective and quick response image among international telecommunications operators. Huawei's success, to a large extent, is based on the domestic cost advantage of manpower to provide the telecom market with more cost-effective telecom solutions and to challenge the cost limit. Huawei's cost advantages are mainly reflected in such aspects as R & D costs, product production costs, management staff costs, engineering installation, testing, network optimization, marketing expenses and after-sales service costs.

Advantages 3: advanced production system management.

Huawei's short production cycle thanks to advanced production technology system, a substantial increase in production efficiency and quality. The integrity of the

supplier certification process ensures the quality of product and project implementation and achieves competitive advantages of high efficiency, high quality and low cost.

Advantages 4: corporate culture and execution.

Huawei has a unique set of human resources management methods, including training of new staff, staff assessment methods, criticism and self-criticism, posters and other large numbers for Huawei to maintain its "wolfculture" and "dedication" provided a guarantee.

Advantages 5: Huawei has a comprehensive customer visit process.

Targeted focus on customers, enhance Huawei's image, enhance customer confidence in choosing Huawei.

Advantages 6: to achieve the "second alternative" competitive advantage.

With the saturation of the communications equipment market, Huawei has put forward the strategy of "cloud pipe end" and entered into a broader "cloud" world. The "cloud pipe end" three-dimensional structure, covering almost all areas of the future of the Internet.

Advantages 7: technological innovation ability.

Huawei has a number of patented technologies that are developed independently by indigenous intellectual property and digested and absorbed to make it possible for Huawei to make greater changes in the prices of its export products and to exercise the competitiveness of low-cost products. Huawei's research and development level can be seen from the end of the Huawei patent application. Up to now, Huawei has applied for 35,773 domestic. Huawei has joined dozens of

international standards organizations such as ITU-T, ITU-R, ITIJ-D, IEEE-SA, IETF and 3GPP and has become a member of ITU-T, R and D departments. Huawei is also actively involved in the work of national standards. Through extensive participation in various international standards associations, Huawei has become more adaptable to international competition and standards.

4.2.2 Huawei Internal Disadvantages Analysis

Disadvantage 1: brand problems.

Many people in developed countries do not trust "

Made in China". This environment is bad for the sales of Huawei telecom equipment.

Disadvantage 2: R & D weaknesses in the basic links, improved more innovative, less innovative original.

Although Huawei has been the most patent-pending unit in China for several years, there are basically no original products in this large number of patents. Technology follow-up strategy, although reducing the huge investment in basic research will bring the risk, but it is difficult for Huawei to surpass the international giants and become a real industry leader.

Disadvantage 3: Supply Chain Problems

There is still a big problem in cost and efficiency, and at present only 20% efficiency has been exerted.

Disadvantage 4: facing too powerful competitors.

Huawei has entered the "cloud" world, which not only has huge space, but also places Huawei in different areas of competition in the past. Competitors ("Friends") are no longer just "old companions" such as Ericsson, Nokia Siemens Networks, Nortel, but IT giants such as Google, Amazon, IBM and Apple.

Disadvantage 5: the impact of changes in the talent market.

In recent years, China's engineering and technical personnel market has undergone major changes. The first is to reduce the supply of qualified. The proportion of good students willing to work in engineering and technology to reduce the comparative advantage of China's economy will continue to shrink or even disappear.

Disadvantage 6: lack of international management personnel.

With Huawei's overseas business further pushed forward, in order to cope with the diversified global market environment, the company urgently needs talents support with various international perspectives to help the company speed up its internationalization. These include international financial professionals, managers with cross-cultural management experience, legal professionals familiar with the operation of global law, qualified personnel with international experience in intellectual property operations, and experienced personnel in the field of communications technology.

Disadvantage 7: internal management to be standardized.

Although Huawei has made comparative advantages over its domestic counterparts in its internal management, Huawei lacks the board set-up necessary for internationalized companies. The strong personal profile of the leaders is both an advantage and a disadvantage for Huawei. In the case of monopoly, decision-making mistakes are easy to emerge. Even now, Huawei is making progress, but with a series of successes, it is easy for people to become arrogant and thus lost in their past performance. This is extremely fatal to a company and will make Huawei's technology decision-making and marketing Compared with the international network and communications equipment suppliers, Huawei has many flaws in cost management, product development management, human resource management and supply chain management assisted by IBM. Resulting in the cost of competition with the international market will be far greater than the competition (Li, 2002).

Disadvantage 8: relatively weak financial resources

Relative to the international telecom equipment industry giant, Huawei's financial or to be much weaker. Because it is not a listed company, Huawei can not finance in the capital market; nor does it need to publicize the society. This has also caused Huawei's opaqueness to a certain extent and caused some obstacles for Huawei to enter the international market.

4.3 Huawei's core competitiveness analysis

Huawei's core competitiveness mainly in two aspects:

The first point: advanced technology.

Huawei is the world's leading provider of telecommunications solutions. Huawei owns a large R & D team and advanced technologies that give Huawei a superior quality.

The second point: a good corporate culture.

The outside world always thinks that Huawei's corporate culture is the president's many management ideas, such as "Mao Zedong Thought", "wolf culture" and "militarization management" and a series of new business management culture, embodied in the "Huawei Basic Law."

4.4 SWOT analysis

STRENGTHS	WEAKNESSES
(1) Technical research and development is strong, at home is advanced level.	(1) The commercialization of technology is slow and low.
(2) High product market share.	(2) The core technology is short of control.
(3) Sales network improvement, excellent sales staff.	(3) The direction of technological development is unclear.
(4) International customer relations have been established.	(4) The daily operation cost is higher.
	(5) The turnover of staff is high.

<p>(5) Have a good customer relationship.</p> <p>(6) The competitive advantage of "quadratic substitution"</p> <p>(7) Have strong technical innovation and development ability.</p>	<p>(6) Lack of international management talent.</p> <p>(7) Huawei has no international internal management.</p>
<p>OPPORTUNITIES</p> <p>(1) The economy has grown steadily.</p> <p>(2) People's consumption concept of information products is becoming more and more mature.</p> <p>(3) China attaches great importance to independent intellectual property rights.</p> <p>(4) China preferential policy.</p> <p>(5) To join the WTO, Huawei products are more competitive in the international market.</p>	<p>THREATS</p> <p>(1) The IT industry is in a global recession.</p> <p>(2) After joining the WTO, the competitiveness of imported products increased.</p> <p>(3) Excessive bargaining power of users.</p> <p>(4) Technology is improving fast and commercial use is generally not high.</p> <p>(5) Competition for talent is intense.</p>

CHAPTER 5

CONCLUSIONS AND SUGGESTIONS

5.1 Conclusions

Strategic management is the formulation and implementation of the major goals and initiatives taken by a company's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization competes.

Strategic management provides overall direction to the enterprise and involves specifying the organization's objectives, developing policies and plans designed to achieve these objectives, and then allocating resources to implement the plans. Academics and practicing managers have developed numerous models and frameworks to assist in strategic decision making in the context of complex environments and competitive dynamics. Strategic management is not static in nature; the models often include a feedback loop to monitor execution and inform the next round of planning (Michael, 1990).

Since 1988, when Huawei started its own business in China, it has been doing the business of selling the switch from the switch board to the current annual sales volume of nearly 400 billion yuan. How is Ren Zhengfei made it? The rapid development of Huawei in the past 27 years is due to Ren Zhengfei's plan for the overall development strategy of Huawei and the pre-judgment of the industry development.

Huawei pre-research of communications industry development trend and macro strategic vision of anticipation, has to belong to what industry engaged in what kind of products of the company's business strategy planning, and Huawei's corporate culture, core values, organization and the change elements such as highly integrated strategic thinking. And because of this holistic and systematic strategic thinking, Huawei has built a strong and enduring market competitiveness.

The company's strategic vision of the goal of expression.

Business speaking strategy, whether broad or narrow, is ultimately describing the ultimate pursuit of the enterprise itself, not specific, long-term value of the goal and to achieve some coordination and layout. Huawei is in the communications equipment manufacturing industry. This is an area that is not familiar with and recognized by consumers. As an upstream supplier and solution provider to telecom operators, Huawei's external image and influence are neither compatible with his client. It is precisely because of this particular factor that Huawei formed its own vision of "enriching people's communication and life" by forming a competition but not being able to avoid any confrontation with domestic and foreign competitors. The short but refined statement is very unusual. Accurately describes Huawei's strategic development goals and positioning, it can be said that its strategic vision of the enterprise.

Cultural strategy.

Ren Zhengfei said: After all, resources will be depleted, only culture can be endless. Indeed, many companies are now building corporate culture, corporate culture is intended to fight into the company's soft power, Huawei is no exception. Huawei set up Huawei University. As an independent legal entity, Huawei University's primary responsibility is to train and culture these two contents. Huawei's forging of corporate culture is different from other companies in that Huawei effectively condenses the corporate culture and the core values of the enterprise.

For example, in the marketing system, "winning is a toast to celebrate the victory, while defeat is desperate to death" These banners are slogans in the form of banners or slogans commonly posted on the company's various office walls, so that employees in their daily work face these slogans and call for the moment, seems to be an integral part of the competitiveness of enterprises, Huawei What is the corporate culture in the end? Many people can not answer it. Huawei has published an interview with Ren Zhengfei internally. Ren Zhengfei said he could not figure out exactly what the corporate culture is. If it must be described in a few words, it is the struggle culture. Ren Zhengfei out of the concept of struggle is a lot of outsiders are unfamiliar content, because Huawei's definition of such a struggle culture and related policies are not open to the public, the company has a set of criteria on whether or not to meet the struggle of screening , Whether employees belong to the struggles, there is a huge difference in salary income and development, so every employee who enters Huawei will take the initiative to apply to become a striver, but only those who have been approved as a striver by senior staff are eligible the company signed the Struggle

Agreement-a true sign of the willingness to work with companies to apply for the abandonment of some of the benefits and mechanisms that should be enjoyed. From this level, Huawei is a best practice case of corporate culture strategy, which will be highly binding employees' enthusiasm on the company's development through building a corporate culture. At this level, Huawei's mechanism of combining employees' enthusiasm with the development of the company through building an enterprise culture is one of the best practices in corporate culture strategy.

Business strategy.

Since the founding of Huawei, great changes have taken place in this world. The macroeconomic policies and industrial structure of the country have undergone tremendous adjustments and changes. During the 30 years of reform and opening up, some giants with large-scale and large industries have fallen down and some small and the fine start-up company is strong, the scientific and technological progress has produced the iterative effect, the generation after generation of new technologies and new products, the real estate development is in full swing, e-commerce is flourishing, the Internet wave is in the ascendant, financial reform and innovation are stratified, facing at this moment in a world of change and opportunity, many entrepreneurs are beginning to diversify, investing in unfamiliar territory, starting to look for acquisitions and mergers, agitation and chaos in areas where they can make quick money are the strategic decisions of the current business. The biggest challenge before them. For Huawei, for Renzhongfei, the helm of Huawei's 180,000-ship boat, he was very calm and calm, making Huawei feel very conservative.

Some even thought that Huawei was too brave to dare to do Real estate, can not vote in finance. Ren Zhengfei once again in 2010 clearly defined Huawei's "cloud, management, and end" strategy, that the entire Huawei business will focus on the cloud technology, communications pipelines and consumer terminals in these three areas. Ren Zhengfei said: "Huawei R & D team of 80,000 people only focus on the research of strategic business segments within the technology and updates, and for the latest and most popular new technologies and products, Huawei will not do well." For the current more popular 4.0 technology industry and China's smart manufacturing 2025 plan, Ren Zhengfei proposed to learn Japanese "artisan" spirit, is the current business field many entrepreneurs jointly study the topic. The fact also proves that with the same route of internationalization since the reform and opening up, Huawei and Lenovo are two completely different strategies.

Technology strategy for the king.

Unlike any other domestic enterprise, 47% of Huawei employees are engaged in R & D. The R & D system is the largest organization in the Huawei Empire. Huawei insists that every year, no less than 10% of sales should be invested in R & D. In the past, this is no domestic and foreign enterprises can do it, but even less known to outsiders is that Huawei R & D system set up a company called "2012 Laboratory" organizations, members of this body are from various R & D Product line team selected excellent selected elite, these elites gathered to work the task is to do pre-research to study the current technology in the next 1 year, 3 years, 5 years or even 10 years how to develop things. The pre-research department has invested a huge amount of talents

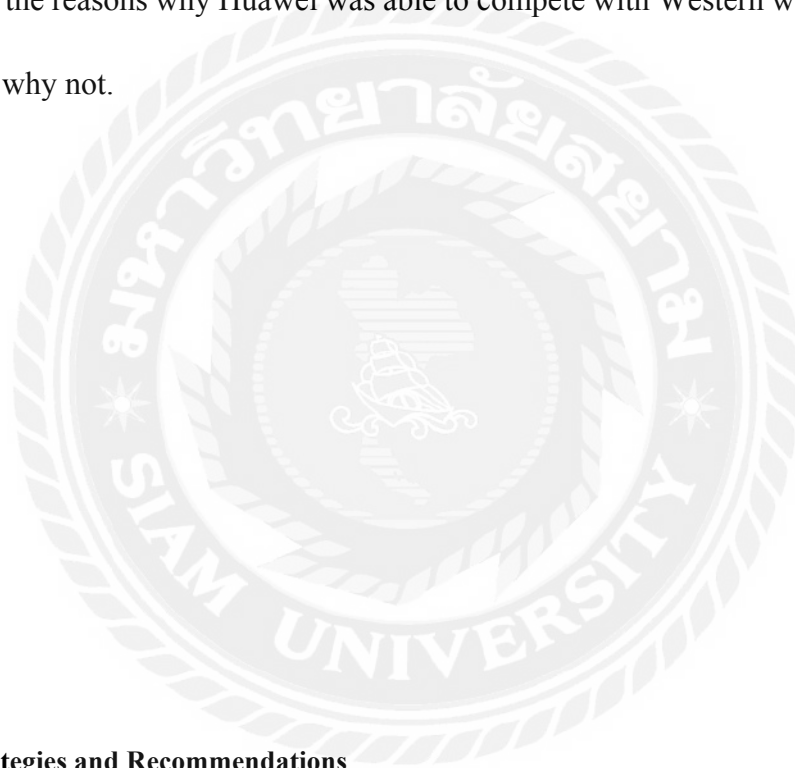
and high costs, but it does not necessarily produce benefits. In the next few years, it will not necessarily be effective, and even trial-and-error costs and waste will be generated. This is something that other domestic enterprises can not imagine. Different from other internationalized enterprises, Huawei distributes its R & D institutes all over the world. R & D institutes located in different regions are engaged in the research of the most advanced technologies in different fields. Some R & D institutes are also placed in the rivals such as Europe and the United States Of the region to maintain follow-up and synchronization of the rhythm of technology development, and these R & D institutions around the world are also very good to drop to solve the problem of R & D talents want to work in localization, so that R & D staff closer to home work Helps staff to work actively and steadily. For domestic purposes, the Shanghai Institute mainly to do terminal technology research and development, Nanjing Institute to do the core network, Wuhan Institute of tooth decay engaged in optical communications.

Open and accepted change strategy

Many large enterprises, especially those in China, can easily become infected with large enterprises after they have reached a certain level of numbers and size. Complex system organizations and huge personnel structures will constrain the enterprise as a deeply rooted tree, The tree, which carries too many leaves and overlapping branches and branches, begins to grow awkwardly awkward and begins to become redundant and wasted. It may even be that some branches have decayed and the tissues are completely disregarded. Huawei, a large tree of 180,000 people, can not keep growing and thrives unless it makes corresponding strategic changes and

optimization. Therefore, sustainability and change are needed, the costs of change, and the resulting Local pain is also necessary. Huawei has such a mechanism. Even for the purpose of making the change more efficient, Huawei embraces the philosophy of "embracing change." By enabling all employees, especially middle-and high-ranking employees, to be open and receptive, some advanced management concepts in the industry and technological improvements in Huawei's huge system to be successfully implemented. In the early years of its development, Huawei mainly learned technology from Sisco and managed it at IBM. However, through its learning and innovation, Huawei Technologies has come to the forefront of communications technology and has already won over the competition from international giants. The number one position in the industry, many middle and high-ranking employees and veteran employees have now become vested interests as the company evolves, and changes and organizational restructuring are detrimental to them. In order to solve this problem better, Huawei, in addition to the principle of promoting openness and acceptance of enterprise reform, has also resolutely put forward the slogan "Cadres must be able to go up and down," and Huawei has set up a "resource pool for cadres." These cadres back to training and re-induction. In addition, for certain eligible old employees, Huawei also offers a generous early retirement policy. Huawei stipulates that early retirement can be applied after the age of 15 and over Stock dividends, you know, for 15 years of Huawei employees, their annual stock returns far greater than the wage income. The above policies provide a good environment for the transformation and optimization of enterprises. To sum up the above analysis and thinking, under the

leadership of its founder Ren Zhengfei, Huawei's achievements and development in these 28 years are closely linked with Ren Zhengfei's insistence and determination on Huawei's strategy. Ren Zhengfei's low-profile image and always calm Huawei's attitude with Ericsson, Alcatel-Lucent and Nokia Siemens Networks also gradually widened the gap. Huawei's sensitive judgment on technology development in the industry and unique ideas and concepts in corporate management and strategic development were also among the reasons why Huawei was able to compete with Western wolves One of the reasons why not.



5.2 Strategies and Recommendations

The real recognition that customer service is Huawei's only reason for existence.

From the enterprise to survive basically, companies have a profit, but the profit can only come from the customer. Only by strengthening cooperation, paying close attention to the interests of customers and

partners, pursuing win-win situations and providing satisfactory services for them to enhance their competitiveness, Huawei needs to focus on the challenges and pressures customers care about and provide competitive communication solutions and services. The real recognition that customer needs is the driving force for the development of Huawei.

It is an era of excess information products. Through the analysis of customer needs, propose solutions to these solutions to guide the development of low-cost, high value-added products. Can not blindly technically guide the innovation trend of the new world. To this end, Huawei has repeatedly stressed that the product development roadmap is customer demand-oriented.

Always based on customer requirements.

Huawei has always been based on customer demand-oriented organizations, processes, systems and corporate culture, human resources and cadre management.

To continue to manage change.

Huawei continues to manage change and build an end-to-end process that is professional and international so that it can work best in the industry and ultimately achieve low operating costs. The adjustment of the internal structure of enterprises continued the internal organizational changes and the process reorganization, and adjusted the organizational structure according to the industrial structure to make it more effective and more targeted.

Based on the telecommunications industry, the horizontal development of diversification in the related industries.

Internet of Things: beyond the population, the development of personal communications. Cloud computing: beyond the pipeline, extending the value of the network. Triple play: beyond the industry, the development of integrated industries.

Perform social responsibilities to employees. Therefore, Huawei is necessary to inherit the original excellent cultural connotation based on the increase of human care factor, and create a harmonious internal cultural atmosphere. Nurture and enhance the leadership of managers at all levels.

Win-win cooperation through cooperation.

Prefer to give up some markets, some interests, but also to cooperate with friends, become partners, and friends together to create a good living space, sharing the interests of the value chain.

To cooperate with international counterparts in many fields to achieve win-win cooperation through sharing, to achieve harmony and harmony, to live in harmony and symbiosis, to accumulate some experience for the company's capital operation, to foster talents and create international cooperation for the company New model.

The company listed. Private companies have become the bottleneck of Huawei's internationalization. Although not yet listed, as one of China's largest private-owned enterprises, the close relationship between Huawei and the Chinese government has aroused the vigilance of developed countries, which has obviously

increased the access for Huawei Obstacles to the country, but also limited Huawei's international development process. Huawei can choose to go public in the stock markets of developed countries to make the company transparent.



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