



**THE APPLICATION OF INNOVATIVE MANAGEMENT IN THE
PRESCHOOL EDUCATION
—CASE STUDY ON THE INFANT EDUCATION IN BEIJING
GUANGHUA TRAINING SCHOOL**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
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Thematic Certificate

To

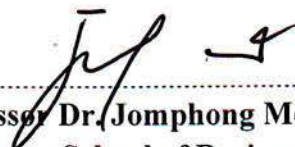
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This Independent Study has been Approved as a Partial Fulfillment of the Requirement of
International Master of Business Administration in International
Business Management

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ABSTRACT

Title: The Application of Innovative Management in Preschool Education – A Case Study of Infant Education in Beijing Guanghua Training School
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Degree: Master of Business Administration
Major: International Business Management

Advisor:
(Dr. Zhang Li)
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The influence of COVID-19 and "Internet plus" on the entire education industry and information technology has been deeply integrated, giving birth to online education and teaching internet products such as "Nail" and the promotion of their development. Due to the vast industrial development space, several entrepreneurial and innovative institutions entered the preschool education industry, hoping to seize the opportunity of the rapid growth within the education industry and share the market dividend. These institutions range from traditional training institutions to emerging science and technology groups because they all succeed through Internet plus and educational management innovation. This research studied the current situation and pain points of the preschool education industry and the enigma of Beijing Guanghua Training School (from now on referred to as Guanghua Education). A thorough combined analysis of Guanghua Education's innovation with appropriate theoretical enterprise management and planning methods used horizontal analysis methods of innovation management, such as search, selection, implementation, and access. This study also employed longitudinal analysis of innovation management: innovation, strategy, innovation process, innovation organization, enterprise growth stage analysis, enterprise growth strategy, process, and planning method for designing the strategy of Guanghua Education innovative growth. Although this strategy has its specific corporate environment, development stage, and industry characteristics, it also contains Guanghua Education's personalized planning details. It also contains general strategic plans for different educational objects and educational levels suitable for educational institutions, for example, innovative organization framework design, innovative search selection framework, innovative curriculum development, innovative online education products, growth strategy planning methods, and implementation guarantees. This

study gives guidance on Guanghai Education's next development step and provides references for educational institutions with similar growth pain.

Keywords: preschool education, innovative management, enterprise development, enterprise planning



摘要

题目： 创新管理在学前教育中的应用——以北京光华培训学校幼儿教育为例

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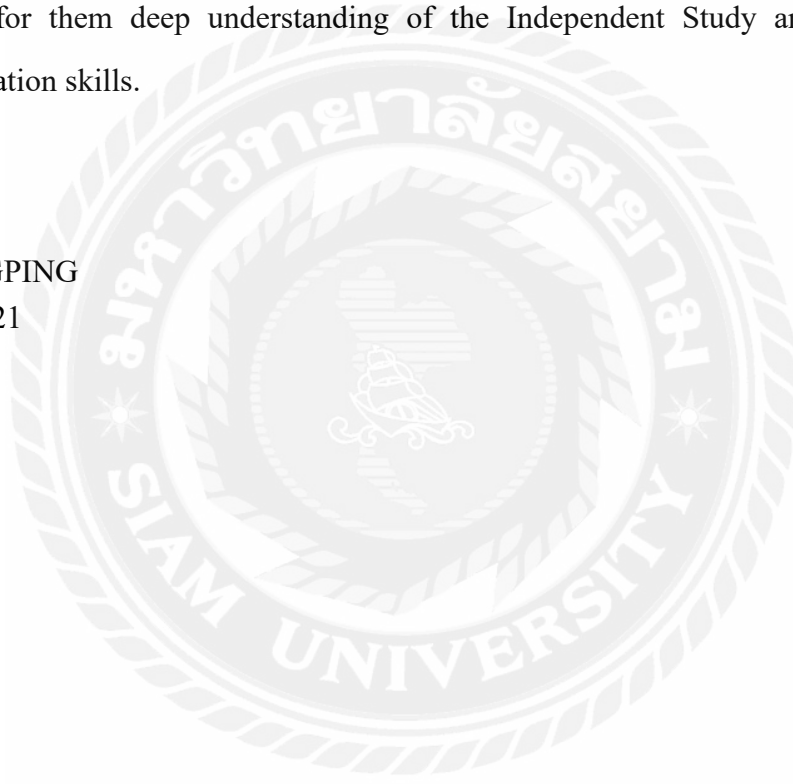
在新冠肺炎疫情和“互联网+”的影响下，整个教育产业和信息技术深度融合，催生了“美甲”等在线教育教学互联网产品，也推动了其发展。由于巨大的产业发展空间，一批创业创新机构在学前教育领域进入了学前教育行业，希望抓住教育行业快速成长的机遇，分享市场红利。这些机构既有传统的培训机构，也有新兴的科技集团，它们都是通过互联网+和教育管理创新取得成功的。本文从学前教育行业的现状和痛点出发，困惑北京光华培训学校(以下简称光华教育)的成长。通过对光华教育企业创新现状及存在问题的分析，结合企业管理和企业规划的相关理论方法，运用创新管理的横向分析方法，如搜索、选择、实施、获取；并对创新管理进行纵向分析：创新、战略、创新过程、创新组织、企业成长阶段分析、企业成长战略过程规划方法等进行光华教育创新成长战略的设计。虽然这一战略有其特定的企业环境、发展阶段和行业特点，但也包含了光华教育的个性化规划细节。它还包含了适合教育机构的不同教育对象和教育层次的总体战略规划，例如创新组织框架设计、创新搜索选择框架、创新课程开发、创新在线教育产品、成长战略规划方法及实施保障等。本研究为光华教育下一步的发展方向提供了指导，也为有类似成长痛苦的教育机构提供了参考。

关键词：学前教育；创新管理；企业发展

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Chapter 1 INTRODUCTION

1.1 Research Background

After the reform and opening up, China's economy entered a stage of rapid development, especially after China joined the World Trade Organization in 2001, China's economic development entered a fast-development stage, and the preschool education industry also continued to develop rapidly after 2000. International policies, new generation parents' educational concepts, and emerging Internet technologies are the key factors affecting the rapid growth of the preschool education market and promoting the vigorous growth of the preschool education industry. At the same time, there are also drawbacks in the development of the industry, such as shortage of teachers, imperfect teaching system and backward teaching concepts, which need to be solved urgently.

1) Sustainable development space of the industry

There is strong demand for preschool education. Now some of the post-1980s generation are parents. As the new generation parents, they are more willing to invest in the early education of the next generation. From 2013 to 2018, the per capita expenditure on education, culture and entertainment in China was 1,398 yuan, 1,536 yuan, 1,723 yuan, 1,915 yuan, 2,086 yuan and 2,226 yuan, respectively, and the expenditure on education maintains an upward trend ^[1].

The number of private kindergartens is growing fast. Firstly, the newly revised Law of the People's Republic of China on the Promotion of private education stipulates that private kindergartens can be profit-making institutions. Secondly, the distribution of kindergartens in China is uneven. Kindergartens with good resources are mainly concentrated in the big cities with developed economy, but the regions with relatively backward economy have huge development space. What's more, private kindergartens have their own characteristics and strong autonomy, which can meet the diversified demands of the preschool education market.

2) Educational technology innovation provides impetus for the informationization of early childhood education

Artificial Intelligence system makes early childhood education intelligent. AI can provide support in student management, job management, online tutoring and teaching program improvement.

Online live broadcasts flatten education. With the rapid development of 5G and optical fiber, various apps and connectivity infrastructure are more conducive to the popularization of online education. Online teaching integrates education resources online and offline, and integrates areas with unbalanced education resources to solve the problem of education equity. The integration of Internet companies and preschool institutions has accelerated the digitization of education. The digitization of education including: teaching aids, homeschooling methods, etc. is supported or replaced by information products; learning materials and learning models are not systematically changed by information teaching equipment. Three-dimensional education improves children's cognitive efficiency. By integrating AR and other all-media technologies into early childhood cognitive stage products and courses, it helps preschool education enhance the diversity of cognitive things.

3) Preschool education industry key pain points.

There are not enough teachers. The whole quality of teachers in our country level is small, while about 20% of the faculty of education in high school and the following preschool education teachers have not received professional training, and have never received training in information technology of preschool education. The preschool education industry's demand for higher academic qualifications and professional abilities and the overall low treatment of kindergarten teachers and staff generally exist.

The standard of education is imperfect. The United States has formed a complete two-stage preschool education system, and the national compulsory first education system has taken the second stage into consideration. Standardized curriculum has also been legislated, while China still needs to improve this aspect.

Preschool education trends to use primary school education model. Education Minister Chen Baosheng said at a press conference on preschool education on March 16, 2018, "It should be made clearly that the basic teaching mode of kindergartens is a game mode, not a teaching mode." At present, many parents hope that their children

can learn some primary school courses in kindergartens, which leads to many kindergartens recruit primary school teachers and bring primary school teaching methods to kindergartens. This big problem is the direction of the country's next comprehensive governance

4) Brief introduction of Guanghua Education

Founded in 2004, Guanghua Education is a professional preschool education institution approved by the Education Commission. With the vision of building an information brand of preschool education in an all-round way, Guanghua Education is committed to the mission of building a healthy growth system for children. After repeated practice on the development path of preschool education, the school has established the strategy of "doing a good job of education, building a platform, and achieving a generation".

1.2 Research Problems

It is against this background that Guanghua Education began to seek development in 2013. The number of preschool education industry institutions is increasing. With more and more institutions entering the preschool education industry, technology, digitalization, intelligence, flattening and three-dimensionalization trend to be popular. Can Guanghua education innovation find the key pain points in the preschool education industry, and whether growth path and strategic positioning is in line with the law of enterprise growth? Guanghua Education has been established for more than 20 years, but it has only been engaged in preschool education for more than 7 years. Compared with preschool education institutions of more than 10 years, Guanghua Education has obvious shortcomings in teaching and research ability. Traditional educational institutions mostly come from foreign educational institutions, which translate foreign textbooks and teach children in China. Obviously, Guanghua Education is not suitable for the development way of traditional education companies. Instead, it chooses the road of integrated development of educational information, and combines with authoritative institutions such as Beijing Normal University and China Children's

Publishing House to enter the preschool education market with innovative educational products, thus forming its own advantages. After several years of exploration, Guanghua Education has developed its own series of educational products by the innovation of technology and education integration. However, these products have encountered many problems hindering the company's growth in the market.

1)The teaching and research capabilities of information products are questioned by the traditional kindergarten market; Guanghua Education should quickly win the respect of the market through product innovation and shortcomings.

2)It is more difficult for new education model and education concept to serve and promote in the market, leading high service operating cost.

3)Informatized hardware requires third-party manufacturing, resulting in high operating costs.

4)There are no general standards for preschool education. In the face of non-standardized markets, how should Guanghua Education's products respond to these different types of education markets, and where should the emphasis be placed?

5)Guanghua Education is constantly seeking innovation in its development, but the lack of a series of innovation management methods has made many good innovations unsuccessful in the market.

1.3 Research Objective

The research purpose of this topic is to analyze the development and innovation management status of Guanghua Education, find out the various management problems found, borrow the learned theories and methods of enterprise growth and innovation management, and find the problems for enterprises. Systematic solutions and plan out coping strategies, and formulate a guarantee system that can help companies develop better in the next step. At the same time, this research can provide a reference for the preschool education department who chooses the path of innovative development to explore a successful path for corporate growth and help such companies make growth strategy decisions easier.

1.4 Scope of Research

This article takes Guanghai Education's innovation and growth as the research object, making depth analysis in the field of early childhood education and technology information in the field of preschool education and analyzing the informatization of science and technology, the theory of innovation management. This article also summarizes the methods and ideas of enterprise growth theory and growth management theory, analyze the current situation of enterprise innovation and enterprise growth, study the growth strategy planning of innovative enterprises, and learn the implementation of growth strategies of innovative enterprises.

1.5 Research Significance

From the analysis of several dimensions of innovation strategy, it can be concluded that in a complex and uncertain environment, it is completely unfeasible to develop a detailed strategic plan before the project starts and systematically execute it. Without any guiding framework, the organization will lose its direction. Therefore, a strategic framework that clearly expresses the organization's ideas and guides the operation of innovative projects has emerged. The framework includes: strategic analysis, what the enterprise can do with its own capabilities; Strategic choice, that is, basing on resource capability; the enterprise chooses what to do; Strategic monitoring, namely enterprise inventory on a regular basis. Based on the theory in this section, whether or not what you are engaged in is still what the company is going to continue to do is a brief analysis and summary of the innovation projects of Guanghai Education from a strategic level. Guanghai school education strategy has a clear expression of the corporate level, but in terms of choice of strategy of gradual and rationalism, no clear strategic principle, although the products seem to have successfully found a blue ocean market, but the company has no conscious level system of blue ocean strategy. In the development of preschool education products, there is a framework strategy, but the strategy is too roughly. The strategy of each product is not enough to subdivide.

Insufficiency in dynamic capabilities, this deficiency is mainly reflected in the ability to adapt, integrate and reorganize internal and external skills, resources and business. In the face of internal and external questions, the course product has not been adjusted in research and development or marketing planning, or at least no internal thematic communication will fully communicate on a series of issues, so as to adjust the balance between the product and the market. The hardware experience of brain science products is not enough, but the improvement scheme is difficult to be marketized. The core value of robot products is not deep enough, but the targeted research investment is insufficient. This shows that there is no effective guarantee coordination mechanism and no monitoring mechanism at the strategic level in the face of changes. In terms of revenue acquisition, it is weak, mainly reflected in the integration of products and markets. Although there has been a lot of trials and errors, it has not reached the optimal convergence point, and its profitability is not strong, also it has not reached the level of feeding itself. Finally, the core competitiveness of the enterprise is insufficient, there is no clear strategic framework for new projects, and there is a little room for improvement in core technical ability, teaching and research ability and integration ability.

Chapter 2 LITERATURE REVIEW

2.1 Literatures Review

Schumpeter's definition of innovation: The so-called innovation is to "establish a new production function ", that is, to bring the factors of production and production conditions into a new function to achieve the " new combination ". It is generally accepted that any behavior that can change the potential of existing resources to create value and realize this potential can be called innovation. From the perspective of economics, Rajenik believes that the innovation ability of innovative enterprises has optimized their cost structure, which makes the cost of enterprises lower when the output is expanded and forms a unique competitive advantage ^[2]. From the perspective of knowledge management, Ikujiro Nonaka believed that individuals within organizations create knowledge themselves, and organizations themselves provide a platform for knowledge sharing, which further provides the possibility of innovation ^[3].

From the perspective of enterprise change, Michael Best believes that the dynamic interaction mechanism between enterprise technology and market gives birth to innovative enterprises. Nine flute DE thought process improvement and product improved innovative companies in all aspects of business performance will be better than the opponent [4], cloth to sell, yunus full milk that besides technology, including advanced products, innovative culture, a new set of factors such as the new standard of design is the measure of the enterprise innovation ability ^[5], Ming sulzberger, this paper discusses the innovation organization everyone instead of entrepreneurs on the importance of enterprise innovation, and put forward "project decision-making organizational structure" to describe the innovative organization ^[6], Joe's DE provide innovative management analysis framework, shied away from the macro economic problems, but focus on the innovation of the organizational level management activities, to innovation The manager provides practical help for the goal. He proposed a horizontal process model of "search, select, implement and acquire" and a vertical framework of "innovation strategy, innovation process and innovation organization".

According to the enterprise growth theory of the manager theory, under the premise of the separation of the identity and rights between the owners and managers of modern enterprises, the managers actually control the enterprise, and their goal shifts from the pursuit of profit maximization for the owners to the pursuit of utility maximization for the managers themselves^[7].

When discussing corporate motivation, Penrose believes that the pursuit of long-term profits is the motivation for corporate development, and further believes that profits are more likely to be retained and reinvested in the enterprise. This is not in conflict with the management theory which pursues the maximization of scale, because the enterprise development of the management theory still pursues the maximization of scale under the guarantee of a certain level of profit. However, managers' pursuit in terms of the number of employees, monetary income, disposable investment, personal preference goals pursued by managers, privileges and influences of managers can be regarded as factors related to profitability.

2.2 Theoretical framework



Figure 1 Analysis framework of innovation management

This section uses the basic framework of innovation management to analyze the status situation of Guanghai Education innovation management, as shown in Figure 3.2. Horizontally, the innovation process is divided into: search, select, implement and

acquire for analysis; Vertically, enterprise innovation is analyzed from the perspectives of innovation strategy management, innovation process management and innovation organization management.

1、 innovation organization

innovation organization has multiple dimensions, this section as shown in figure 2 to Guanghua Education innovation tissue for analysis.

| | |
|--|--|
| Innovation organization analysis dimension | Shared vision, leadership and willingness to innovate |
| | Appropriate organizational structure |
| | Participation of |
| | Effective teamwork |
| | Creative atmosphere |
| | Business boundary |
| | Steady-state and discontinuous innovation organizational model |

1) Shared vision, leadership and innovation will

Guanghua Education School without a clear mechanism to ensure good idea transformation. The transformation of the innovation depends on ideas, and the person to evaluate ideas. The corporate vision has been fully expressed and communicated, and each employee clearly understands the company's vision and mission. However, this vision and mission is based on clear expression. How to reach consensus among all employees and internalize it into their work is a challenge for the further implement of Guanghua Education. The principal of Guanghua Education is a product owner who has a commitment to innovation and dares to accept risks, which is extremely consistent with the characteristics of effective leadership.

2) The appropriate organizational structure

The combination of faith and the pursuit of faith through people is the organizational structure. If the structure and innovation are matched, the structure will enable innovation and strengthen innovation behavior; if the two aspects are contradictory, such as impeding communication and emphasizing the departmental

hierarchy, the structure is highly likely to hinder creativity and innovation. From this aspect, the organizational structure of Guanghai education is analyzed.

Through the summary of the main conclusions of the influencing factors of the organizational structure and the summary of the prototype of Mintzberg's organizational structure, the organizational structure of Guanghai Education has the following characteristics:

(1) Overall decentralization

Based on different products and services, different departments have been established, each of which is responsible for one or more products and services, focusing on the market segment of its own business. Some large departments, such as Beijing and Chengdu, have a certain degree of autonomy. Important matters between departments often need to be coordinated by the president. When the president has a coordination bottleneck, if there is no effective communication mechanism, then inter-departmental Often there will be obstacles to the smooth flow of information between departments.

(2) Cross-region

The company's headquarters locates in Beijing. In addition to the main senior leaders, management centers, kindergarten investment management centers, financial centers, marketing centers (excluding regional branches), brain science product hardware R&D centers are also concentrated here. The company headquarters needs to maintain a high degree of communication with counterparts on the cooperation of new products. The marketing centers of the company's marketing centers have branches in 24 regions across the country. These branches receive the management of the marketing center of the head office, and each branch has the general manager of each branch. There are 2 leaders in a position.

(3) Marketing and products belong to different departments at the same level

In terms of architecture, since marketing and product development belong to different departments at the same level, communication and coordination between departments is the key to successful innovation. In terms of regions, these two

departments are not in the same regional office for many products, which makes communication and coordination between departments more difficult.

3) Key individuals

The uncertainty and complexity of innovation have determined that many innovations will collapse before they launch. Key individuals are individual inventors or teams who can focus on innovative analysis and provide resource guarantees. Key individuals need to have power and influence in the organization, be able to pool team strength, and remove obstacles to success from innovation. The two key individuals mentioned above: technical level and project management level.

4) Full participation

Research shows that "lean" approach has been successfully extend from manufacturing to supply, product development and research and development, service activities and business operations, and there is no specific limit of culture, to improve enterprise performance can and must be derived from full participation to improve innovation. For Guanghua education to achieve innovative success and sustainable success, the innovation of all staff is the only way. However, this aspect, which is an important part of the strategic planning of Guanghua education innovation, is still blank.

2. Innovation strategy

Several dimensions related to innovation strategy Figure 2 This section analyzes these dimensions, and then summarizes the overall innovation strategy of Guanghua Education.

1) Rationalism and gradualism

Rationalism strategy is similar to the SWOT method: analysis of various portfolio strategies based on external opportunities and threats, the company's own strengths and weaknesses. The purpose of rationalist strategy lies in several aspects: obtaining trends in the competitive environment, responding to upcoming changes, paying attention to long-term and short-term development, and ensuring that the organizations in the enterprise are coordinated in their goals and actions.

Due to the uncertainty of the environment, it is very difficult to fully understand the complexity and changes and predict the future based on a full understanding of

reality. Therefore, the gradualism strategy is a pragmatic strategic method. It recognizes that the enterprise has one-sidedness in determining the surrounding environment, its own advantages and disadvantages, and the future direction. It should take more cautious and gradual changes in actual actions: take action measures for the goal, evaluate the effectiveness of the action, strengthen or adjust the target for the next action.

2) Blue Ocean Innovation Strategy

The blue ocean represents a potential market that does not exist but can be created, that is, to form new industries by challenging the boundaries of existing industries and markets. Its characteristics are: 1. What is created is a non-competitive market space: 2. Because there is no competition, there is no need to defeat the opponent: 3. Create new demand without competing for existing customers and markets: 4 Break the balance system of traditional value and cost, highly integrate the company's activities and innovation strategies, and pursue differentiation and reduce costs. Research shows that the success of Blue Ocean Innovation can lead to a significant increase in revenue and higher profits.

3) Earnings

Leading technology may not necessarily bring economic benefits, but depends on the conversion from technology to commercial products or processes and also depends on whether there is sufficient ability to prevent competitors from imitating. In order to enhance the goal that technological innovation can obtain commercial benefits, some important factors need to be considered from the level of innovation strategy. There are many related factors, such as: confidentiality, tacit knowledge, length of lead time and after-sales service, learning curve, complementary assets, product complexity, standards, pioneering new products, and the strength of patent protection.

According to the current situation of Guanghua Education, a few strongly related factors are selected for analysis here.

(1) Lead time and after-sales service

This is an important way for the industry to believe that innovation is not imitated. Good product and good after-sales service can acquire users and establish a brand image earlier, accelerate product use feedback and upgrade, generate a learning curve

and bring cost advantages earlier, which increases the cost of imitation.

(2) Product complexity.

Product complexity is an effective barrier to imitate innovation. The three products of Guanghai Education Products are at different levels in terms of technical complexity. There is almost no threshold for the hardware of the course products; the course content covers the 3-year schooling system of kindergarten, which has formed a certain amount of accumulation, and combined with a large number of AR resources, there is a certain degree of complexity; In terms of software platforms, as mobile internet companies are prevalent today, platform technology has become a very mature technology. What's more, the hardware of brain science products uses imported chips for system integration: software, a concise platform for implementation.

(3) Pioneering brand new products.

At the beginning, a brand-new product may not be recognized by the market and its users. Only after the user's use, communication, and trial and error can the valuable functions be finally recognized. In this process, competitors may often recognize this valuable function and quickly imitate their own products. Only those entrepreneurs who are insightful, patient and adaptable to change can ultimately succeed. This aspect is very important for Guanghai Education. The outstanding functions of Guanghai Education's products show obvious pioneering ability. Whether they can be accepted by a large number of customers or markets requires constant communication, trial and iterative product upgrades.

4) Core competitiveness and dynamic capabilities

Many studies on the core competitiveness of enterprises believe that the company's continuous competitive advantage comes from the management's ability to integrate company-wide technology and production technology, and the ability to quickly adapt to changes. This is the core strength of an enterprise.

The core competitiveness of an enterprise is mainly reflected in its technical capabilities, but at the same time, other important factors cannot be ignored. The core competitiveness of an enterprise can support multiple products, which is the fundamental part. At the organizational level, core competitiveness is the ability to

communicate, participate and cooperate across organizational boundaries. The identification and development of core competitiveness requires a clear strategic structure, including firstly, enterprises must have a future roadmap, that is, what kind of core competitiveness and the technology that constitutes core competitiveness; Secondly, companies need to pay attention to the priority of resource allocation in the organization; Thirdly, company's senior management has a very clear expression of the strategy needs, and senior executives also need to clarify the strategy to enhance capabilities throughout the enterprise.

2.3 Hypotheses

From the perspective of innovation and enterprise growth, on the basis of theoretical analysis, the status quo of Guanghai education is evaluated.

H1、 The core value of the product is recognized by the user, the product is easy to use, and the product operation service is efficient;

H2、 The number of users and operating income are growing rapidly;

H3、 Achieve balance between profit and loss within a certain period of time under control of funds.

H4、 Sound management ability

H5、 The company's core capabilities, market position, financial indicators, and the company's external value network have matching growth.

According to the analysis conclusion, this chapter attempts to establish the innovation strategy and growth strategy from the framework described in Figure 3.

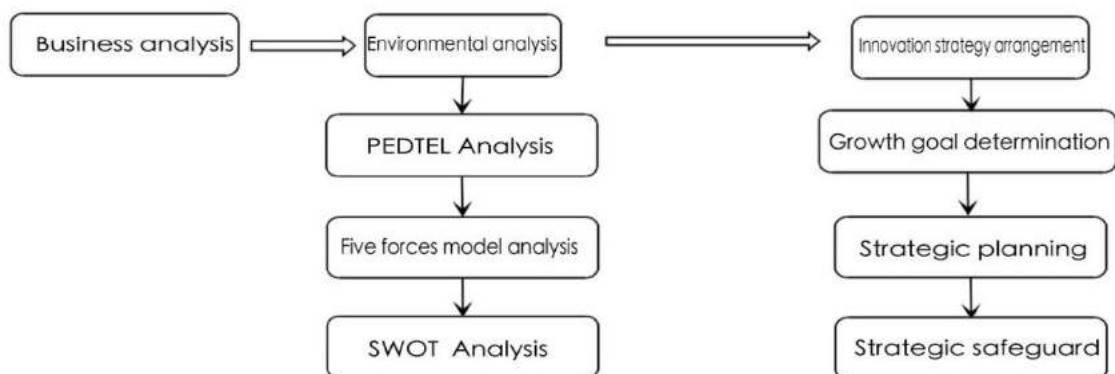


Figure 3 Guanghua Education Innovation and growth strategic planning process



Chapter 3 RESEARCH METHOD

3.1 Research methods

In the process of research mainly adopts literature research, interview method, data analysis and case analysis method, based on the guanghua school education growth and innovation, analyzing the present situation and existing problems of the company's management, in-depth interviews, organize relevant business operational data, and further analysis, the overall innovation of guanghua education strategy and corporate growth strategy to make the system planning and formulation.

In Guanghua school education innovation and growth as the research object, in the field of early childhood education and analyzing the informatization of science and technology, theory of innovation management and enterprise growth theory and growth management theory, method and train of thought, in the enterprise innovation and enterprise growth present situation analysis, innovative corporate growth strategy planning, innovative companies conduct the thorough research to the growth strategy implementation.

The research approach utilized for this paper is qualitative and primarily exploratory concerning focus of the subject matter. By employing this method one can gain an understanding of underlying reasons, opinions, and motivations. It provides insights into the problem or helps to develop ideas or hypotheses. Being qualitative in nature, the paper will be both descriptive and analytical yet close on a predictive note. The topic revolves the transformation of the Asia-Pacific, both politically and economically, from a bastion of independent, sovereign states to a realm of interdependent, integrated markets. Additionally, a qualitative research approach is more suitable to uncover trends in thought and opinions, and dive deeper into the problem. Theoretically speaking, it can be argued that the Westphalian interstate order is a social construct, which has been tied to the concepts of sovereignty and borders as well as to states being the preeminent units of analysis in the study of international

relations. Also, it is Western-centric. From this premise, the research framework of the paper looks at the emergence of a post-Westphalian structure where the concepts of sovereignty and borders are being redefined (as well as challenged) and where non-state actors are the leading drivers for change and integration (e.g. Association of Southeast Asian Nations and Asia Pacific Economic Cooperation). Equally significant, due to the advent of China as a global superpower, it must be entertained that a post-Westphalian interstate order may be dominated by Chinese characteristics.

3.2 Literature research method

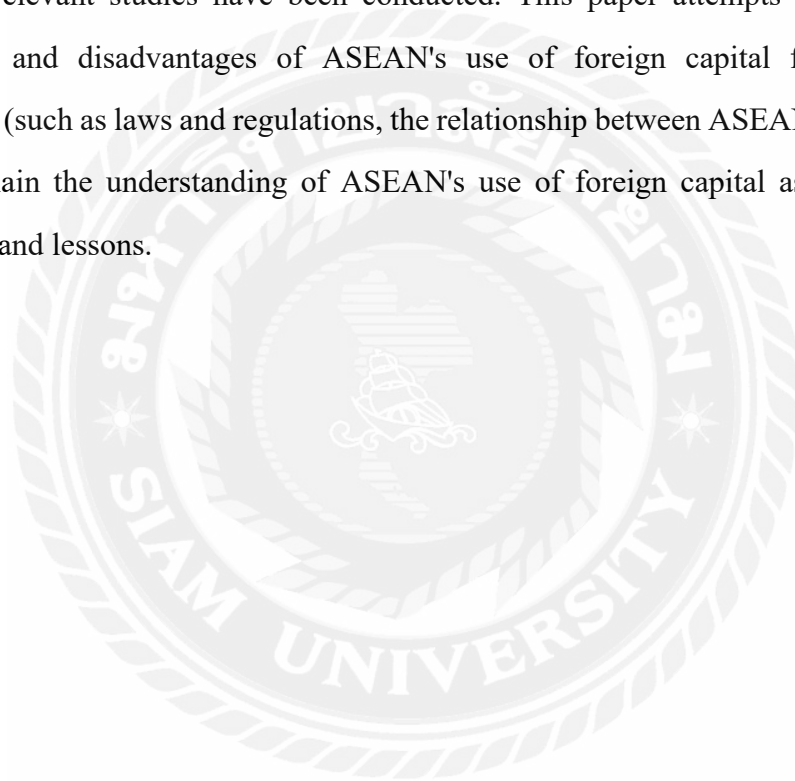
In this paper, by analyzing the research on the development stage of ASEAN countries' utilization of foreign capital, as well as the positive effect of the development of foreign capital and the negative impact of foreign capital on the economic development of ASEAN countries, the economic development of ASEAN countries' utilization of foreign capital has been deeply discussed and studied. And from the ASEAN countries to attract foreign capital issued by the relevant legal documents analysis of ASEAN in the use of foreign capital on the development of the road of continuous improvement.

The literature analysis on the advantages and disadvantages of ASEAN countries' economic development by utilizing foreign capital is mainly based on the basic experience and lessons of larger developing countries, such as Thailand and Malaysia.

These research reports have certain limitations and one-sidedness and fail to take into account the influence of other small neighboring countries. Secondly, the current research mainly emphasizes the mutual economic exchanges and cooperation between some major developed countries and developing countries in Asia, but less involves the relationship between ASEAN countries' utilization of foreign capital and the cooperation and competition among ASEAN countries. Although the association of south-east Asian nations (ASEAN) it is obvious that the utilization of foreign capital to develop national economy of a country has an inseparable relationship with "developed

countries", and the relationship between the far-reaching research value, but the association of south-east Asian nations (ASEAN) as a general in the developing world, government, regional organizations, the utilization of foreign capital is bound to affect internal relationship between cooperation and competition between members of the association of southeast Asian nations, However, the research and analysis on this aspect are still few.

In general, a large number of domestic and foreign literature analyses have paid more and more attention to the economic and political influence of ASEAN, and more and more relevant studies have been conducted. This paper attempts to study the advantages and disadvantages of ASEAN's use of foreign capital from a new perspective (such as laws and regulations, the relationship between ASEAN countries), and re-explain the understanding of ASEAN's use of foreign capital as well as its experience and lessons.



Chapter 4 PAPER ANALYSIS

4.1 Issue the business

According to the previous analysis, the problem of Guanghua Education business class products, mainly from the aspects of product, market and research three consider business planning safeguards. In terms of products, benchmarking method is used to establish the benchmark of competitive products in the industry, carrying out detailed horizontal comparison, finding the gap, and imitating and following. In terms of the market, according to the characteristics of the product, the product should be positioned in a differentiated market segment to avoid direct competition in the mainstream market. In terms of technical teaching and research, we should make a long-term plan and gradually strengthen the weak links. Due to limited resources, we will not invest more energy in teaching and research promotion temporarily.

4.2 Star business

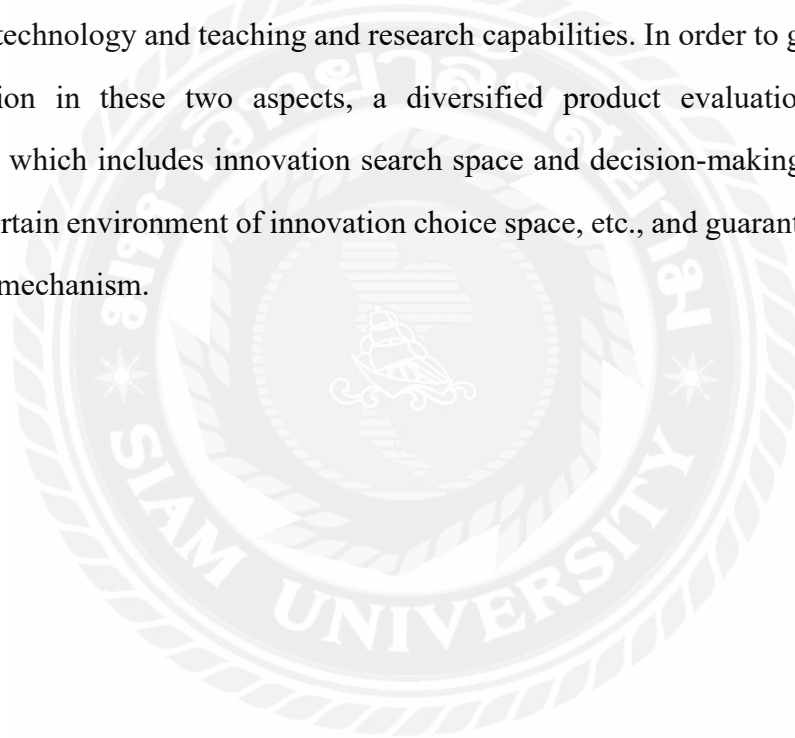
There are several main safeguards for the robot product business planning. Strengthen supplier management and introduce multiple suppliers to reduce hardware failure rate. Select a customized supplier to conduct in-depth cooperation from hardware design to software system. Formulate a new product development process system to ensure the successful commercialization of teaching and research and technological innovation, introduce an analysis framework of key factors affecting the successful development of new products into the system, and ensure the practicability of the process.

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successful development of new products into the system, and ensure the practicability of the process.

4.3 Diversification

In the direction of diversification, it is necessary to ensure the selection of highly complementary star products and cash cow products, and to achieve cooperation or alliance with the purpose of maximizing the use of channel capacity. Another principle is to select innovative products that conform to the informatization preschool education strategy to carry out in-depth complementary cooperation to maximize the use of the company's technology and teaching and research capabilities. In order to guarantee the diversification in these two aspects, a diversified product evaluation toolkit is formulated, which includes innovation search space and decision-making tools under highly uncertain environment of innovation choice space, etc., and guarantees from the innovation mechanism.



5 RECOMMENDATIONS AND CONCLUSIONS

5.1 Conclusions

In terms of Internet + education innovation planning and protection, the most important thing is to integrate the Internet + education related technology set. Because innovation in this area must be the integration of technology and education, it is based on the collection of various advanced technologies to improve the pain points of education and improve efficiency. Establish an innovation brainstorming mechanism, that is, a regular organized innovation communication meeting, which can be included in the guarantee mechanism for innovation mechanism construction. Develop an innovation evaluation toolkit, which includes decision-making tools in an innovative choice space and high uncertainty environment.

In order to establish the innovation search and selection mechanism and determine the safeguards, it is first necessary to formulate an external network framework for innovation search and implement it in accordance with the framework. Establish an innovation search and innovation selection space model to ensure that the innovative ideas collected through external networks can be "filtered" and "absorbed" steadily. Finally, product innovation in accordance with the established door management system. In the new product development process, formulate an analysis framework of key success factors that affect product development and ensure that the perspective of the implementation process is comprehensive. All of these safeguards require the establishment of an internal company training plan to ensure that all planning mechanisms can actually operate.

Based on the above, for Guanghua Education, there are several aspects that need to be focused on. First of all, Guanghua Education needs to strengthen the concept of dynamic capabilities and establish the internal mechanism of the enterprise to ensure the dynamic adaptability of the enterprise. Second of all, the core technology of Guanghua Education is reflected in the integration of teaching and research technology and information technology. Therefore, new and old products need to build new

products around this core ability. Companies also need to consciously improve teaching and research technology, information technology, and the integration of these two. Finally, Guanghai Education needs to identify and develop core competencies through management tools and security mechanisms.

5.2 Recommendations

This paper analyzes the basic business of Guanghai Education and finds many problems in its business. At the same time, from the perspective of innovation management, the comprehensive management ability of enterprise innovation is evaluated, and the orientation and analysis of Guanghai education from the perspective of enterprise growth are made, and the relationship between guanghai education's growth mode selection and innovation management is expounded.

As can be seen from Figure 3, it is relatively comprehensive to select innovation growth mode and innovation management framework to analyze the technology enterprises from the start-up stage to the expansion stage. It can not only vertically analyze the enterprises in this stage from the perspectives of innovation strategy, innovation process and innovation organization, but also horizontally analyze the productization of innovation from four aspects of innovation process management. In the use of analysis of enterprise innovation management framework, we can the enterprise growth stage theory in view of the different stages of enterprise development under the need to pay attention to the weight of different factors to guide the innovation management framework to analyze these different factors when analyzing the key factors of trade-offs, simply means in enterprise's different stages of development, the innovation management analysis framework of focusing on the need to be different. For example, in the entrepreneurial stage, enterprises need to pay more attention to products, technologies and markets. Therefore, enterprises should pay more attention to these factors when applying innovation management analysis framework to analyze enterprises.

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