



**Based on Modern Enterprise Strategy Management Theory, China
Railway Guangzhou Development Strategy Research**

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Railway Guangzhou Development Strategy Research**

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

China's rapid development of its high-speed rail and the initiation and deepening of China's railway system reform provided rare development opportunities for railway transportation companies. This paper utilized a qualitative research method to study the development strategy of China Railway Guangzhou Bureau Group. The research process was as follows: 1) Explained the relevant theories of strategic management, such as the concept of strategic enterprise management and the process of strategic enterprise management, including the analysis of enterprise strategy; 2) Used SWOT analysis method to analyze the macro-environment and industry environment faced by Guangzhou Railway Bureau; 3) Analyzed the internal conditions of its development; 4) Improved the core competitiveness; 5) Combined with the development strategy, implement the differentiated competition strategy. Following the implementation analysis of Guangzhou Railway Bureau's development strategy, the overall development idea of Guangzhou Railway Bureau's "leap-forward development" was proposed. The results of the previous analysis were summarized, and the key issues must be a focal point in implementing the Guangzhou Railway Bureau's strategy. The main measures for implementing the Guangzhou Railway Bureau's development strategy were recommended from the macro level, hoping to contribute to the stability of the Guangzhou Railway Bureau.

Keywords: China Railway Guangzhou Bureau, railway, transportation development strategy

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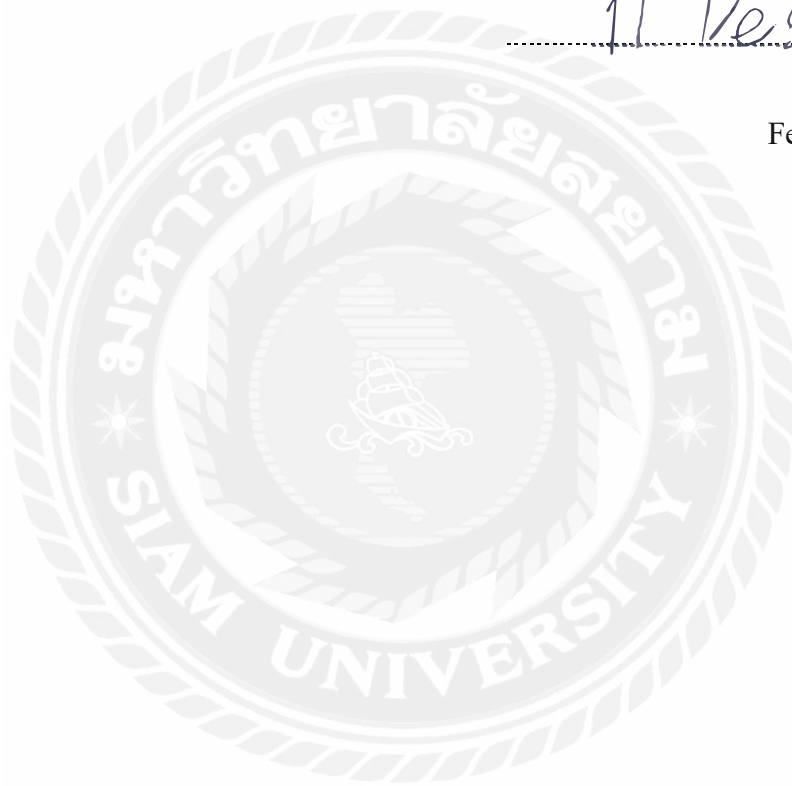
Declaration

I, YI DE SHUAI, hereby certify that the work embodied in this independent study entitled “Based on Modern Enterprise Strategy Management Theory, China Railway Guangzhou Development Strategy Research” is result of original research and has not been submitted for a higher degree to any other university or institution.

Yi De Shuai

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1. Introduction

1.1 Background

As for the development of China's economy, the railway has played a vital role. Counting from the first commercial railway, the Shanghai Wusong Railway in 1876, China's railways have a history of more than 100 years.

The railway transportation industry is an independent and special material production department. As the backbone and backbone of the transportation network, railway transportation enterprises are in an important strategic position in the development of the national economy and are an important transportation mode for important materials such as energy and minerals (Ni & Wu, 2001).

Guangzhou Railway Group Company, hereinafter referred to as Guangzhou Railway Group, is a company with assets and transportation scheduling as the link Large enterprise groups mainly engaged in railway transportation Kilometers of state-owned railways in Hunan, Guangdong and Hainan The main trunk lines include Beijing-Guangzhou, Changshen, Beijing-Kowloon, Hunan-Guizhou and other lines. in recent years Guangzhou Railway Group adheres to reform and innovation Vigorously develop transportation production Strive to improve economic benefits The main business benefit indicators are among the best in the country's railways.

After years of development, Guangzhou Railway Group Has begun to take shape Transportation revenue has increased year by year. However, the foundation of the main transportation industry is still weak Many people Burden and other deep-seated contradictions are more prominent The survival and development of auxiliary industries still exist after centralized management The management system and operation mechanism cannot meet the requirements of the development of market economy. With the economic globalization and the continuous development of science and technology The competition of transportation industry in the market is increasingly fierce. Guangzhou Railway Group is currently in a period of rapid development The enterprise has entered an era of strategic victory If a comprehensive,

systematic and clear development strategy is not formed It is easy to make decision deviation (Li, 2006).

1.2 Research problems

Since the beginning of the new century, the rapid development of China's high-speed railways and the rapid expansion of China's railway system reform have brought about favorable development opportunities for railway transportation enterprises. In addition, since the reform and opening up, rapid development of transportation methods such as highway, air, water transportation, etc., our country's railway transportation industry has entered the international market competition. Under the current situation, what is the basis for modern enterprise strategy management theory, due to the lack of development of self-management development, the self-management concept of development and renewal according to the times, is the problem facing China's Guangzhou railway complex.

1.3 Research Objective

The main research content of this paper is

(1) Explain the relevant theories of strategic management, such as: the concept of corporate strategic management, the process of corporate strategic management including the analysis of corporate strategy, etc.

(2) Use the SWOT analysis method to analyze the advantages, disadvantages, opportunities and threats of China Railway Guangzhou Group, and summarize the advantages and disadvantages of the group in its development.

(3) According to the analysis of the implementation of the development strategy of Guangzhou Railway Bureau, it is proposed that Guangzhou Railway Bureau should achieve The overall development idea of "leap-forward development".

1.4 Scope of study

The research focus of this paper is the development strategy of China Railway Guangzhou Group in the era of high-speed railway. In order to meet the challenges of other modes of transportation, in the early 21st century, the former Ministry of Railways decided to introduce advanced and mature high-speed rail technology from outside China to China. Through several years of introduction, absorption and transformation, China has gradually formed high-speed rail technology with independent intellectual property rights.

1.5 Research significance

The railway under the jurisdiction of China Railway Guangzhou Group is an important infrastructure and main artery in the three provinces of Guangdong, Hunan and Hainan. The simultaneous advancement of the development strategy of China Railway Guangzhou Group is not only directly related to the prosperity of China Railway Guangzhou Group, but also helps China realize its goal of building a modern socialist country in an all-round way as scheduled. Based on the background of Nanning Railway Bureau's development and the market environment it faces, this paper formulates a development strategy scientifically and rationally, and puts forward safeguard measures for implementing the development strategy, providing decision-making reference for the operation and management of Guangzhou Railway Bureau. In addition, since the development characteristics of other domestic railway transportation enterprises are highly similar to Nanning Railway Bureau, this paper can also provide reference for these railway transportation enterprises to formulate and adjust their development strategies.

1.6 Hypotheses

The author hopes to use this article to analyze the internal and external environmental analysis of the Guangzhou Railway Group and the use of the SWOT matrix to analyze it. The conclusions obtained will formulate corresponding development strategies for the Guangzhou Railway Group, and put forward corresponding measures for the success of its strategy. In turn,

it is hoped that the reference opinion is provided for the stable development of the Guangzhou Railway Group to enable it to follow the trend of the development of the times.

2. Literature review

2.1 Concepts and related theories of strategic development

A development strategy is a theoretical system about how an enterprise develops. Development strategy is a major choice, plan and strategy for the development direction, development speed and quality, development point and development ability of an enterprise within a certain period of time. Enterprise strategy can help enterprises guide the long-term development direction, clarify development goals, point out development points, and determine the development capabilities that enterprises need. The real purpose of strategy is to solve the development problems of enterprises and realize rapid, healthy and sustainable development of enterprises.

Development strategy theory is a strategic theory system about how enterprises develop. Under the guidance of traditional competitive strategy theory, enterprises are generally troubled and tortured by problems such as price wars, functional wars, advertising wars, promotional wars, service wars, and category wars. Enterprises are facing stagnation, recession, and even bankruptcy. Enterprises find that the competitive strategy that used to be their own magic weapon is no longer effective. Although everyone tries to establish a competitive advantage to defeat competitors and achieve rapid development, contrary to good wishes, the business family in the field is fighting to the death, everyone fell into the vicious circle of no profit and stagnant enterprises, and finally a double-lose and multi-lose pattern emerged (Ansoff, 2007).

The research on China's strategic management started later than other countries, mainly in the 1980s after the reform and opening up, and mainly focused on learning and absorbing the strategic management theories of other countries. Li Shijun et al. (1984) conducted relevant research on strategic management earlier, and their results attempted to combine enterprise management with military theory. With the continuous development of enterprises, strategic

management theory has also entered the fast track of research and development in China. After 1993, many domestic scholars began to try to combine strategic management theory with China's actual economic activities and business operations, which directly led to the rapid growth of research results in strategic management theory.

In his books "Competitive Strategy" and "Competitive Advantage", Professor Porter put forward the theory of modern enterprise strategy, which is to treat the enterprise as a whole, and analyze the internal environment of the enterprise through the "five forces model analysis" and "value chain analysis method". Analysis, so as to comprehensively understand oneself, identify the core competitiveness of the enterprise itself, and achieve the purpose of competitive advantage. Since the mid-1990s, the focus of strategic management research has changed from the external environment to the internal environment, and the internal environment has become the focus of business managers. The external environment has changed, and it is easy to lose the strategic direction in the market competition. Therefore, the famous management scientist Dies put forward the strategic view of dynamic capability theory, emphasizing that in the modern competitive environment, enterprises should have the characteristics of innovation, openness, and flexibility. The only feasible enterprise development strategy is that innovation has experienced three stage of development, the theory of enterprise strategic management has been perfected day by day. No matter what kind of enterprise, if it wants to adapt to the ever-changing external and internal environment and gain a competitive advantage, it must always grasp the direction of market changes and development and in the shortest possible time. Internal adjustment to formulate a strategy suitable for the healthy development of the enterprise.

The term strategy was originally a military term, referring to strategies, strategies, etc. of combat. With the development of society, strategy has gradually become an important concept widely used in various social fields such as economy, politics, business, and management. It is the planning and decision-making of the overall, long-term, and programmatic goals of the organization as a whole (Trigeorgis & Reuer, 2017).

The design school is represented by Professor Andrews of Harvard Business School. They advocate that business strategy is to adapt the organization's own conditions to the opportunities

encountered, and propose a basic model that divides the strategic structure into two parts: formulation and implementation. It is believed that the strengths and weaknesses of the enterprise should be analyzed first in the process of formulating the strategy. The opportunity and threat analysis method will involve the competitive environment of the enterprise and the external limit of the enterprise's development. Second, top managers should be the designers of strategy formulation and they must explore the implementation of strategies. Third, the strategy construction model should be simple, informal, creative, and flexible (W. Y. Zhou, Chen, & Liu, 2004).

2.2 Current status of research theory

Popescu and Popescu (2019) used the questionnaire method to analyze the business environment in Romania, discussed the relationship between domestic enterprises and the domestic environment in Romania, and reached the conclusion that the external environment has a great impact on the development of enterprises Marmorejo-Saucedo (2020) and others carefully studied the impact of the latest technological progress on enterprises, believed that only companies that can be prepared to accept the change can survive in the new business environment, and also listed the impact of big data on the global supply chain and logistics industry

Since the founding of the People's Republic of China, railways have been managed by the Ministry of Railways. Functional trust plans and internal organizations, Staffing of the Ministry of Railways (GBF 1994) The State Council issued by the General Administration of Railways clearly pointed out that the Ministry of Railways has both government and enterprise functions. During the institutional reform in 1998, functional allocation, internal organization and the strength of the Ministry of Railways (GBF 1998) were arranged The General Affairs Office of the State Council announced that the actual administrative undertaking of the Ministry of Railways and the separation of government management functions, social management functions and enterprise management functions are determined and gradually separated through reform according to the characteristics and current situation of the industry. In March 2008, the State Council's institutional reform of the 11th National People's Congress of the

People's Republic of China was reviewed and approved in accordance with the State Council's Institutional Construction (GF 2008) and the Ministry of Railways' Railway Reserved Plan. On March 2, 2009, the General Office of the State Council issued the Regulations on the Main Responsibilities, Internal Organizations and Staffing of the Ministry of Railways (GBF 2009). The National People's Congress reviewed the State Council's institutional reform and transformation plan in March 2013 and passed the relevant optimization and reform plan. The Ministry of Railways was dissolved and the railway was separated from the government and enterprises. The administrative responsibility of the Ministry of Railways for formulating railway development plans and policies has been transferred to the Ministry of Transport. Since then, China's railway sector has been officially transformed into an enterprise, and the state-owned railway under the former Ministry of Railways has been reorganized into China Railway Corporation. With the continuous development of national railway construction, the national "the Belt and Road" policy has promoted the internationalization of railways, and the research on the development strategy of railway enterprises has gradually begun (Song, 2013).

2.3 Introduction to commonly used strategic analysis tools

In the process of corporate strategy development, a large number of strategic analysis methods and analysis tools have been produced. Commonly used strategies

The strategy analysis tools mainly include the following.

2.3.1 SWOT analysis model

The SWOT analysis method was first proposed by a management professor at the University of San Francisco in the early 1980s. The so-called SWOT analysis, that is, situational analysis, is to enumerate the various main internal advantages, disadvantages, opportunities and threats closely related to the research object through investigation, and arrange them in a matrix form, and then use the idea of system analysis to combine various The factors are matched with each other for analysis, and a series of corresponding conclusions are drawn from them, and the conclusions usually have a certain degree of decision-making.

Using this method is conducive to comprehensive, systematic and accurate research on the situation of the research object, so as to formulate corresponding development strategies, plans, and countermeasures based on the research results.

Generally speaking, the SWOT analysis method is a more accurate and clear analysis method, which can analyze and study the actual situation of a unit more objectively. Enterprises can use this method to find out the factors that are beneficial to themselves and worth promoting, as well as the factors that are unfavorable to them and need to be avoided, discover problems and find solutions, so as to clarify the future development direction.

Based on the results of the analysis, the enterprise can classify the problems according to the priority, clarify which problems need to be solved urgently, which ones can be solved later, which ones are strategic obstacles, and which ones are tactical problems. The SWOT analysis method is highly targeted, and managers can coordinate management and make correct plans and decisions based on it.

SWOT analysis is often used to formulate company development strategies and analyze competitors. In strategic analysis, it is one of the most commonly used methods (Shen, 2009).

SWOT analysis, also known as situational analysis, is widely used to formulate the strategy of the enterprise and analyze the competitors of the enterprise because of its practical advantages. Strengths, Weaknesses, Opportunities and Threats are the four main aspects of the SWOT analysis model, in which the opportunities and threats are the external operating environment of the enterprise, while the strengths and weaknesses are the enterprise's. Therefore, the SWOT analysis method is an analysis method combining internal and external, through which a more detailed comprehensive analysis can be carried out on the production, operation, organizational development and competitors of the enterprise.

2.3.2 PEST analysis model

PEST analysis method is a widely used strategic management analysis method at present. This method is generally used to analyze the external environment of enterprise operation, and the external environment here usually refers to the macroeconomic environment. Generally speaking, the analysis focuses of different companies will be different, but they will basically

correspond to the four aspects of politics, economy, society and technology. PEST analysis is usually mainly used when formulating business strategies (including business strategies, overseas strategies, marketing strategies, etc.). When launching a new business, it is necessary not only to understand the current situation of the company, but also to collect and analyze information on the external environment. There are two types of analysis related to the external environment: "macro-environmental analysis" approached from a large perspective and "micro-environmental analysis" approached from a small perspective (PEST analysis corresponds to macro-environmental analysis) (L. Q. Li, Shuai, & Li, 2018).

2.4 Macro environment analysis

Analyze the external environment (e.g. demographic, economic, technological, political, social, etc.) that indirectly affects the company's business activities. In addition to PEST analysis, there is also "SWOT analysis" as a framework for macro environment analysis. Macro-environment analysis captures the long-term (such as 5-year, 10-year, etc.) market environment.

Microenvironment analysis

Analyze the external environment that directly affects the business activities of the enterprise (such as market size, growth potential, competitiveness, distribution channel structure, customer trends, etc.).

Politics: Politics analyzes factors that affect companies from the perspectives of politics, laws, and tax systems. Specific analytical items include law and deregulation, national policy, taxation system review, government trends, trends in civic groups such as NPOs, changes in Supreme Court decisions, and trends in foreign relations.

Economy: Economic analysis of the impact of changing economic trends on your company. Specific analysis items include economy, inflation and deflation process, foreign exchange, interest rate, economic growth rate, unemployment rate and industrial index.

Society: This society (socioenvironmental factors) analyzes issues related to consumers' lifestyles. Specific analysis items include information such as demographics, household size, public opinion/social awareness, education, crime, environment, health, and culture.

Technology: Technology (Technical Environmental Factors) analyzes the factors brought to enterprises by new technologies developed with the changing times. Specific analysis items include technological innovation, patents, investment trends of information providers, etc. (Y. S. Zhou, Zhang, & Luo, 2012).

2.5 External environment analysis

After the reform and opening up, the Chinese economy has made considerable progress after years of development. On the whole, both the macroeconomic environment and the status quo of the development environment of my country's energy industry and other industries are more conducive to the follow-up development of Guangzhou Railway Group. The most basic premise of strategy is the analysis of the environment to determine future strategic goals based on the results of the analysis. The environment is the soil for the survival of an enterprise. It not only provides the conditions for the development of the enterprise, but also inevitably restricts the activities of the organization. Changes in the environment have a great impact on the allocation of limited resources within the organization. At the same time, the enterprise's adaptation to the environment is not negative or passive, but active and active, especially affecting the specific micro-environment. Therefore, it is precisely this kind of interdependence and mutual restriction that enterprises must carry out environmental analysis when formulating development strategies (Guo, 2010).

2.5.1 Political and Legal Environment Analysis (P)

At present, China's economy has been deeply integrated into the process of global integration. The new demand for products brought by international trade and the new funds brought by international capital flows have injected new impetus into the development of China's economy. With the rapid development of China's economy and the continuous improvement of people's living standards, citizens' awareness of environmental protection, consumption concepts, employment concepts, ideas, culture and education, customs, and national traditions are undergoing profound changes. Traveling, visiting relatives and friends,

and commodity consumption have become the norm, directly affecting the supply and demand relationship in the railway transportation market and the allocation of transportation resources.

At the same time, with the continuous improvement of people's living standards and the rapid development of urbanization, the importance of transportation, which mainly meets the quantity requirements of people and object displacement, has relatively declined, and the requirements for service quality have become more stringent. Passengers are gradually pursuing tasteful and differentiated travel services. On the one hand, they require convenience, speed, timeliness, and accuracy, and on the other hand, they require safer and more comfortable travel services. Especially in economically developed areas, passengers have more stringent requirements for service standards. Railways have the characteristics of large capacity, all-weather, universal access, safety and reliability, and can meet the needs of most passengers, so they have a high degree of social recognition (He, 2010).

2.5.2 Economic Environment Analysis (E)

China's economic fundamentals are generally sound. After the Third Plenary Session of the 18th National Congress of the Communist Party of China, the macroeconomic policy orientation will continue to be based on the expectation of stable growth, there is still room for growth in expanding domestic demand, and the quality of factor supply has improved significantly, laying a solid foundation for long-term development. However, hidden dangers still exist, downward pressure on economic operation, many hidden dangers in the financial and financial fields, serious overcapacity contradictions, increasing uncertainties in the operation of the real estate market, accelerated population aging, resources, environment and climate and other mid- and long-term constraints. Effectively overcome, these problems adversely affect the economy (C. F. Li, 2007).

The annual GDP of Guangdong is about 11076.094 billion yuan, an increase of 2.3% over the previous year. Among them, the added value of the primary industry was about 476.999 billion yuan, an increase of 3.8%, and contributed 6.4% to the growth of the regional GDP; the added value of the secondary industry was about 4,345.017 billion yuan, an increase of 1.8%, and contributed to the regional GDP growth. The contribution rate of growth was 33.7%; the

added value of the tertiary industry was about 6,254.078 billion yuan, an increase of 2.5%, and the contribution rate to the growth of regional GDP was 59.9%. The three-industry structure is 4.3:39.2:56.5, and the proportion of the tertiary industry has increased by 0.7 percentage points compared with the previous year. The added value of the new economy was 2,786.223 billion yuan, an increase of 3.0%, accounting for 25.2% of the regional GDP.

The added value of the secondary and tertiary industries accounted for 0.5 and 0.6 percentage points lower than the previous year respectively, and the industrial added value increased by 4.6%, accounting for 29.6% of the regional GDP; the added value of high-tech industries An increase of 10.1%, accounting for 23.5% of the regional GDP; the added value of strategic emerging industries increased by 10.2%, accounting for 10.0% of the regional GDP. The contribution rates of the primary, secondary and tertiary industries to economic growth were 8.1%, 53.9% and 38.0% respectively. Among them, the contribution rate of the added value of industry to economic growth was 43.9%, and the contribution rate of the added value of producer services to economic growth was 24.0%, an increase of 4.6 and 0.2percentage points respectively over the previous year. To sum up, Guangdong's sound economic and social development brings room for growth in transportation demand brought about by the expansion of passenger flow and logistics scale. For Guangzhou Railway, even if it is a major development opportunity, it is also a new challenge (X. W. Zhang, Li, & Zhao, 2022).

2.5.3 Sociogeographic Environment Analysis (S)

With the rapid development of my country's economy and the continuous improvement of people's living standards, citizens' awareness of environmental protection, consumption concepts, employment concepts, ideas, culture and education, customs, and national traditions are undergoing profound changes. Traveling, visiting relatives and friends, and commodity consumption have become the norm, directly affecting the supply and demand relationship in the railway transportation market and the allocation of transportation resources.

Guangzhou Railway Group is located in the south-central part of China. In addition to governing most of the railways in Guangdong, Hunan, and Hainan, it also has some railway lines and stations in the northeast of Guizhou Province, southwest of Hubei Province, and

Chongqing City. The specific jurisdiction is as follows, from the south of Puqi on the Beijing-Guangzhou line to Guangzhou, from Xizhai to Yatonpu on the Jiaoliu line, to the east of Dalong on the Shanghai-Kunming line, to the west of Liling on the Shanghai-Kunming line, and to the south of Xiushan on the Yuhuai line to Huaihua and Hengzhou. Liuxian line from Yongzhou to Hengyang, Jiheng line from Hengyang to Yanling, Guizhou-Changzhou line from Xianfeng to Changde, Hunan-Guizhou line to the east of Tantouwan, Guangmao line to the east of Maoming West, Beijing-Kowloon line from Dingnan to Luohu Bridge at the junction of Guangdong and Hong Kong District, the south of Hushi on the Zhanglong Line, Guangzhou-Shenzhen, Shichang, Guangmeishan, Shenzhan, Huaiheng and other lines, as well as Yuehai, Hainan West Ring Line, and Pingnan, a total of 4907.6 kilometers of normal-speed railway (Wang, 2022).

2.5.4 Technical Environmental Analysis (T)

From the perspective of the world's energy structure, coal is still an important industrial basic raw material and energy resource. Similarly, the coal industry also plays a very important role in China's economic and social development and in ensuring China's energy security. In the medium and long term, coal is still an important primary energy source and the main source of energy for my country's economic construction and development. At present, the technical system of China's heavy-haul railways has been gradually established, and technological innovations in the fields of locomotives, lines, and freight cars have achieved outstanding results, and heavy-haul railways have achieved leapfrog development. The Daqin Railway has generally operated 20,000-ton heavy-duty combined trains and completed the test of 30,000-ton heavy-haul trains. The annual maximum transport volume exceeded 450 million tons, making it the world's largest heavy-haul railway. The opening of the Waji Railway and the Haoji Railway also provides more opportunities for the comprehensive upgrade of the heavy-haul railway technology system. Moving block is internationally recognized as the best control system to improve transportation efficiency and safety. Its principle is to prevent train rear-end collision accidents by controlling the safety interval time of multiple trains on the same railway (D. W. Liu, Guo, Wang, Chen, & Yang, 2014).

2.6 SWOT analysis

2.6.1 Advantage (S)

- (1) The financing ability is relatively good.
- (2) Operation and management are standardized, safe, orderly and controllable.
- (3) The main business of transportation breaks through the bottleneck of transportation capacity.
- (4) Stable customer relationship.
- (5) The industry is developing rapidly
- (6) Improvement of management level
- (7) New technologies are widely used

2.6.2 Disadvantage (W)

- (1) The mode of single financing development by means of financing is backward.
- (2) The talent structure still needs to be improved, and the human capital is too high
- (3) The line quality is not high, and the equipment is seriously aging
- (4) The freight rate mechanism is restricted
- (5) The ability to digest and absorb imported technology is poor
- (6) An efficient enterprise management model has not yet been formed

2.6.3 Chance (O)

- (1) Major reform of railway management and financing system

Realize the separation of government and enterprise, railway enterprises enjoy the original preferential tax policies, and establish a railway public welfare transportation subsidy mechanism; adhere to the market orientation, and establish a dynamic adjustment mechanism

for railway freight prices, which will help railway enterprises increase transportation revenue. The breakthrough in the railway investment and financing system has opened the door for social capital to invest in railway construction, which is conducive to the improvement of the scale of the railway network and the upgrading of technical equipment for Guangzhou Railway financing.

(2) China's green industry policy support

Highway, waterway, civil aviation and other transportation methods all use fuel oil as energy. First, the environment is polluted greatly. Second, fuel prices are rising year by year. Third, fuel supply is greatly affected by the international market. Railway transportation gradually adopts electrified traction, which has little pollution and low energy consumption. , has the characteristics of a green industry, and there is a preferential price policy for railway electricity, which is conducive to reducing costs (X. Liu, Sun, & Li, 2022).

2.6.4 Threaten (T)

The rapid development of road and air transportation, the scale of road network continues to expand, and the variety of transportation products is strong, flexible and convenient, and "door-to-door" services can be realized. Passenger traffic, passenger turnover, freight volume, and cargo turnover by road are increasing rapidly year by year, and their proportion in the total transportation is the first among all modes of transportation, with short-distance passenger transportation and bulk cargo transportation occupying an absolute advantage (Tong, 2022).

After the above SWOT analysis of Guangzhou Railway Group and the analysis of the external environment, charts can be made to analyze the advantages, disadvantages, opportunities and challenges of Guangzhou Railway Group. and put forward corresponding strategic measures.

3. Research methodology

Qualitative analysis. The current development opportunities and challenges of China Railway Guangzhou Group, as well as its own advantages and disadvantages, are refined and summarized by induction method, and its development strategy and strategic guarantee measures for the next stage are analyzed and put forward.

Main research methods:

(1) Literature research method. Collecting related books, etc., such as network information, strategy management, railway system reform, railway transportation enterprises, non-uniform transportation transportation methods, etc., Because of the textual transcription, the theory is based on a good theory and provided by Xiang Feng

The origin of the number.

Coordination; To understand the details, research objects, through inspection "Nanning Railway Bureau Yearbook", "Nanning Railway Bureau Planning Documents" and other tool books, and related departments such as South Ning Railway Bureau planning, construction management, etc. All aspects of the bureau are complete and truthful calculations.

Research method of strategic management theory represented by SWOT analysis

This paper mainly uses relevant analytical tools of strategic management to study the internal and external environment of Guangzhou Railway Group and the formulation of development strategies. These methods are very mature strategic management theory methods developed in modern western countries.

4. Finding and conclusion

Take the customer as the guide Seize the opportunity of the growth of the passenger and freight transportation market, give full play to the advantages of long-distance, large-capacity, all-weather, fast transportation, safety and other advantages of the railway Supportability of internal conditions Make use of the advantages of road network, transport capacity resources, and differentiated transport Expand capacity and efficiency Improve transport competitiveness

and efficiency Coping with the increasingly competitive and open transport market. While developing the outer city, optimize the connotation and promote the appreciation of the value system of Guangzhou Railway Group to provide good transportation services for the national economy and the public. Take the customer as the guide, seize the opportunity, and give full play to the growth of the passenger and freight transportation market. The advantages of railway transportation, such as long distance, large transportation capacity, 24 hours a day, fast and safe, are supported by national policies and on the basis of ensuring the smooth progress of network construction. , under the premise of guaranteeing internal conditions, give full play to the advantages of the transportation network, put the transportation capacity on resources, improve the transportation capacity and efficiency, and improve the transportation competitiveness and efficiency, so as to cope with the increasingly fierce competition and the open transportation market. While optimizing the connotation, it will enhance the value-added of the value system of Guangzhou Railway Group in the extension of urban development, and serve the national economy and social public goods transportation (Shuan, 2022).

The main connotation of the development strategy is to improve transportation capacity, rapidly implement the modernization of technical equipment, and promote technological innovation and institutional innovation. At present, Guangzhou Railway Group Co., Ltd. takes the modernization of railway transportation capacity as an area to adapt to the development of the national economy in 2022, speeds up railway construction, and ensures safe and stable transportation. The development of major technical equipment has reached the national level, and the service quality basically meets the needs of passengers and cargo owners (L. Zhang & Yao, 2013).

Based on the above analysis results, it can be determined that the development strategy of China Railway Guangzhou Group is: seize the opportunity of the national railway system reform, establish and improve the modern enterprise system, improve the management level, and improve the core competitiveness of the enterprise; adhere to the intensive development strategy, use the existing Resources, gain advantages and advantages, adopt a dislocation competition strategy, actively respond to the challenges of other modes of transportation, maximize strengths and avoid weaknesses, and continuously launch products and services that are in line with the industry to consolidate China's competitiveness in the transportation market.

Study the development strategy of Guangzhou Railway Guangzhou Group, increase the market share of comprehensive transportation, and constantly expand and strengthen the enterprise; adhere to the diversified development strategy, develop and expand the diversified economy, improve the profitability of non-transportation industries, and realize the main business to supplement the main business and feed back. The main business ensures the effective and smooth implementation of the growth-oriented development strategy, and the Guangzhou Railway Bureau has achieved the established strategic goals of the enterprise. The analysis shows that the industry of Guangzhou Railway Bureau has a high degree of homogeneity and is relatively mature. At the same time, as a large state-owned enterprise, Guangzhou Railway Bureau has advantages that other enterprises cannot match, such as large-scale technology and resources. Therefore, a strategic system of the Guangzhou Railway Bureau can be obtained through the previous analysis. Specifically, it is divided into three levels, that is, the company-level strategy is the growth strategy, the operation-level strategy is the low-cost strategy, and the functional-level strategy is the financial strategy. Through these strategies, the competitiveness of Guangzhou Railway Bureau and the profitability of the unit will be enhanced. The growth strategy at the company level is to expand the scale of Guangzhou Railway and set foot in multiple fields. The low-cost strategy at the operational level, as the name suggests, is to reduce various costs of the enterprise. The development experience of railway transportation enterprises in developed countries other than China shows that under the premise of clear state-owned holdings, high-quality capital from all parties is introduced for strategic investment, joint-stock companies are established, and experienced managers are hired to participate. The management of the company has established the system of the board of directors and the general meeting of shareholders, and exercises their respective rights in accordance with the provisions of the company's articles of association. Improve the reform of the salary system, increase the attractiveness of the open recruitment of the Guangzhou Railway Bureau to high-end talents in the fields of enterprise management, marketing, scientific and technological research and development, improve the functional structure of employees, establish a scientific performance appraisal mechanism, improve the level of modern management, and rationally divide labor. Improve work efficiency. Efficiency, change the many disadvantages of traditional state-owned enterprises in the enterprise system, and

gradually occupy an advantageous position in the market competition (H. Y. Li, Feng, Zhang, & Lan, 2009).

At the same time, the SWOT analysis puts forward strategic ideas, combined with the strategic concept of Guangzhou Railway Group, Guangzhou Railway Group can propose the following strategies: First, strengthen strategic management and enhance strategic leadership capabilities. Actively connect with China's energy strategy, plan development direction and development path, scientifically formulate the "14th Five-Year Plan" strategic plan, highly focus on main business, resources, and market, and draw up a strategic blueprint. The second is to strengthen organizational management and improve scientific management and control capabilities. Promote the optimization and upgrading of management, improve the corporate governance system, and improve the organization and operation mechanism. The third is to strengthen operation management and improve lean operation capabilities. The fourth is to strengthen financial management and enhance value creation capabilities. Deepen the "integration of business and finance", increase the concentration of funds, and strengthen financing and tax planning. Strengthen the management and control of "two funds", optimize the financial capital structure, strictly control interest-bearing liabilities, strengthen the integration of industry and finance, and improve the efficiency of asset operation. The fifth is to strengthen scientific and technological management and enhance the ability of independent innovation. Focusing on the construction of intelligent Baoshen as the main line, attach great importance to the leadership of science and technology, strengthen the planning of technological innovation, improve the level of independent intellectual property rights, build a technological enterprise, optimize the technological innovation system, and promote the transformation of achievements. Strengthen the construction of scientific and technological talents and improve the level of collaborative innovation. The sixth is to strengthen risk management, improve compliance management capabilities, and ensure the steady and sustainable development of enterprises. Deeply promote the construction of the rule of law system and strengthen the integration of the legal industry. The seventh is to strengthen human resources management and enhance the ability of talent development. Establish a benign selection and employment environment and working mechanism that can attract talents, make

good use of talents, cultivate talents, and motivate talents. Strengthen the overall planning of human resources, increase personnel training and echelon construction (C. S. Li, 1984).

In accordance with the unified deployment of the Ministry of Railways, further implement "advocating complementary separation of industries", "establishing a modern enterprise system", "promoting separation of industries", "adapting to the requirements of the socialist market economy for the railway management system and operating system", "further improving the management system" and "optimizing integration" Production resources", "release transportation productivity", "further give full play to the role of national policies and laws", under the condition of improving the management system, timely and steadily promote capital operation. Within the scope allowed by the state, select, conditional, and focused, gradually absorb private capital and foreign investment, strive to create diversified investment entities, and open up multiple financing channels. The implementation of low-cost financing to ensure the funds required for the Group's pipeline construction, renovation and modernization of existing technical equipment makes the Guangzhou Railway Group truly a large-scale enterprise group with strong competitiveness and core values. Under the condition of perfecting and comprehensively adjusting the management system of productivity layout, implement the rational layout of the road network within the jurisdiction. Under the unified plan, the Guangzhou Railway Group will truly become a large-scale enterprise with strong competitiveness and group core values, and promote the adjustment of productivity layout and post-related implementation from top to bottom. Through the application of high-tech, improve the management level and change the layout adjustment of transportation productivity. Station layout optimization and vehicle layout adjustment system. Utilize advanced technology and equipment to promote the modernization of rolling stock and equipment (Jiang, 2004).

Guangzhou Railway Group SWOT Analysis Matrix

Group SWOT Analysis Matrix

	<p>Advantage</p> <p>(1) The financing ability is relatively good.</p> <p>(2) Operation and management are standardized, safe, orderly and controllable.</p> <p>(3) The main business of transportation breaks through the bottleneck of transportation capacity.</p> <p>(4) Stable customer relationship.</p> <p>(5) The industry is developing rapidly</p> <p>(6) Improvement of management level</p> <p>(7) New technologies are widely used</p>	<p>Disadvantage</p> <p>(1) The mode of single financing development by means of financing is backward.</p> <p>(2) The talent structure still needs to be improved, and the human capital is too high</p> <p>(3) The line quality is not high, and the equipment is seriously aging</p> <p>(4) The freight rate mechanism is restricted</p> <p>(5) The ability to digest and absorb imported technology is poor</p> <p>(6) An efficient enterprise management model has not yet been formed</p>
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Chance	SO strategy	WO strategy
<p>(1) Major reform of railway management and financing system</p> <p>(2) China's green industry policy support</p> <p>(3) The sustained high-speed economic growth of the Pearl River Delta region makes the passenger and cargo market have a good prospect and will inevitably stimulate the rapid development of passenger and cargo business.</p> <p>(4) There is little threat of potential entrants.</p> <p>(5) Railways have undergone leapfrog development and construction equipment technology has been greatly improved and upgraded.</p>	<p>(1) Open new high-speed railway construction passenger dedicated line.</p> <p>(2) Actively develop emerging markets and continue to strengthen the existing freight marketing work.</p> <p>(3) Strengthen operation and management, use policy support, control cost expenditure, and achieve profit growth.</p>	<p>(1) Speed up the talent reserve and improve the overall quality.</p> <p>(2) Absorb private capital and foreign capital.</p> <p>(3) Improve the level of informatization and further apply new technologies to management</p> <p>(4) Improve corporate culture construction</p>

Threaten	ST strategy	WT strategy
<p>(1) The high service quality of aviation and the convenience of expressways are a threat.</p> <p>(2) Minutes from National Railways and other lines</p> <p>Flow.</p> <p>(3) With China's entry into WTO, trade barriers are phased out, industries and substitutes are fiercely competitive</p>	<p>(1) Strengthen marketing, establish a good image, adopt flexible shipping strategies, and consolidate customer groups.</p> <p>(2) Through the reform and development strategy to deepen the reform of the corporate system.</p> <p>(3) Promoting the development of diversified operations</p> <p>Maintain existing market dominance</p>	<p>(1) Accelerate the construction of informatization in group transportation organization.</p> <p>(2) Optimize the organizational structure of enterprise management and establish a more complete management mechanism</p> <p>(3) Improve internal management efficiency and save costs.</p>

4.Recommendation

On the process of strategy implementation, due to many specific reasons such as environmental changes, limited managerial ability, and leadership decision-making mistakes, the strategy implementation of Guangzhou Railway Bureau was affected. Therefore, the development strategy of Guangzhou Railway Bureau is targeted. Effective evaluation and control is extremely important and critical. Analyzing the development environment of Guangzhou Railway Bureau, we can know. The market competition pressure that Guangzhou Railway Bureau is currently facing is also great, because whether it is competitors from other railway bureaus in the same industry or competitors from other industries, they will have a greater impact on the development of Guangzhou Railway Bureau. threaten. In particular, highways and civil aviation, which both belong to the field of transportation, have developed

rapidly no matter in terms of investment in fixed assets or the growth rate of passenger and freight volumes. The share continues to expand. In addition, the development of modern logistics industry has also brought certain pressure to the development of Guangzhou Railway Bureau. On the one hand, with the continuous deepening of the reform of the railway system, the competition among railway bureaus in the same industry will become more intense; on the other hand, more and more domestic and foreign logistics companies have begun to enter this industry. In the traditional transportation market, these logistics companies with a certain scale and strength will provide customers with better and better services by integrating various transportation resources to occupy and seize market share. These will undoubtedly cause certain difficulties for the development of Guangzhou Railway Bureau. According to these situations, in order to ensure that the strategic development of Guangzhou Railway Group can be better implemented, the author puts forward some suggestions: (1) Strengthen the construction of corporate culture; culture is indispensable for the growth of modern enterprises, and a good corporate culture can enhance the company's centripetal force and Cohesion, serving the company's production and operation from a spiritual level. In the current era that emphasizes the combination of material construction and spiritual construction, large enterprises not only need to achieve competitive advantages in terms of economic benefits, but also need to form competitive advantages in terms of cultural construction. (2) Establish and improve system and mechanism guarantees; The smooth implementation of the strategy requires the group company to further improve the coordination and management mechanism. At the same time, it is necessary to establish a unified organization and coordination mechanism among multiple departments to ensure that it can be uploaded and issued, and orders are prohibited. In the process of implementing the development strategy, it is necessary to ensure the perfection of preparatory work and the responsibility system used to coordinate work during the construction process. It is necessary to emphasize and refine the responsibility to the department and the responsibility to the person. This requires that the work of each department at all levels should be clearly defined, and the work links should be simplified as necessary to improve work efficiency. In addition, as far as the railway construction work is concerned, the land acquisition and demolition work in the early stage of railway construction must be meticulous and in place, and it is especially important to do a good job in coordinating

services for all aspects. Once conflicts arise, they must be resolved and adjusted in a timely manner to ensure that the work atmosphere and construction environment are good and positive, so as to ensure that all work can be carried out in an orderly manner. (3) Establish a modern enterprise system Deepen the reform of the management system; reform is a powerful driving force for development. China's railway enterprises will continue to deepen railway reforms in accordance with the country's deployment and requirements. The main task of the railway single operation strategy is transportation operation. Guangzhou Railway Group has been in the forefront of exploring the reform of the railway management system. In accordance with the reform requirements of the country and the Ministry of Railways be brave in reform and innovation to promote development through reform and continue to accumulate experience for railway reform. Guangzhou Railway Group should conduct in-depth research on the existing management system actively carry out the fundamental transformation of the management system, and at the same time follow the requirements of separation of government and enterprise, business and enterprise, and social enterprise; continue to vigorously promote basic reform for the reform of the management system Create favorable conditions. The importance of the railway transportation industry to the development of the national economy and society is self-evident. At present, China's railway transportation industry has achieved certain results, but the country still invests a lot in the planning and policy support of the railway transportation industry. Coupled with the current economic growth in Guangzhou, this makes Guangzhou Railway Group have a good development prospect.

The research of this paper will provide reference for Guangzhou Railway Group to strengthen management, production, promote technological progress and enterprise development, and also provide basis for the development planning of Guangzhou Railway Group. Strategic management is a very complex process. The external environment and internal resources are dynamically changing. On the basis of studying the development strategy of Guangzhou Railway Group Corporation, this paper further tracks the development of Guangzhou Railway Group Corporation, constantly adjusts the development strategy of Guangzhou Railway Group Corporation according to the changes of internal and external environments, and ensures that the research is more in line with the practice of group development

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