



**STUDY ON XIAOMI COMPANY'S CROSS-CULTURAL
MANAGEMENT BASED ON THE PERSPECTIVE OF THAILAND**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
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MANAGEMENT BASED ON THE PERSPECTIVE OF THAILAND**

Thematic Certificate

To

WANG QIANRUI

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

This research reviewed the current state of Sino-Thai cross-cultural management at the Thai branch of China Xiaomi Company. The study utilized qualitative research as the research method to further understand the significance of cross-cultural management at Xiaomi in Thailand. The research found that Xiaomi's parent company and Thai branch conflicted with its business objectives and rationale. The human resource management of Xiaomi in Thailand was also not idyllic due to different decision-making approaches across borders. Suggestions were presented to provide possible solutions to assist the company in creating an inline strategy and included: 1) Personnel integration should be carried out to optimize human resource management. Managing employees according to local culture can improve the effectiveness of cross-cultural management; 2) Offering cross-cultural training is an effective way to enhance cross-cultural management. The training can alleviate cultural conflicts and cross-cultural communication barriers and help to quantify management results. The results can be reviewed through a personnel management system, recruitment system, evaluation and incentive measures, and cross-cultural business training. The national "Maritime Silk Road Plan" will broaden the prospects for future cooperation between China and Thailand, and more research should be carried out to help overcome cultural conflicts caused by cultural differences and implement effective cross-cultural management.

Keywords: cross-cultural management, cultural differences, management strategies, Xiaomi Company

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2022



DECLARATION

I, Wang qianrui, hereby certify that the work embodied in this independent study entitled “Study on XiaoMi Company's Cross-cultural Management Based on the Perspective of Thailand” is result of original research and has not been submitted for a higher degree to any other university or institution.

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Dec 1, 2022



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1. Introduction

1.1 Background

In the current era of economic globalization, "going out" has undoubtedly become the choice of more and more Chinese enterprises. When implementing international development, the company will inevitably be affected by multiculturalism. Culture is the product of the long-term development of human civilization, and it is also a way to display modern social phenomena. Therefore, culture is a symbol of a country's history and social development. Every country has its own national culture and value orientation. There are differences in these aspects and maintain their unique characteristics, which will contribute to the social development of the country (Ding, 2015).

Overseas operation has become the trend of global economic development. The main trend of this process is that, especially in recent years, China has accelerated the pace of international investment, and some companies have also begun to realize overseas operations and foreign investment. At the same time, China has chosen to invest in Thailand and cooperate to expand the scale of its enterprises in other countries (Zhang, 2020). Usually, this is due to the increasingly close relationship between China and Thailand, but one of the reasons is that the two countries are located in the same Asian region. Chinese companies support Thailand's transportation and tourism industry. Many Chinese companies invest in Thailand. After that, they will make full use of global resources and combine their operational management and capital technology advantages. Transnational operations in Thailand make full use of Thailand's abundant resources and relatively cheap labor force to help Chinese enterprises achieve greater economic benefits and provide good conditions and services for Thailand's economic development. Thanks to the cooperation and friendship between China and Thailand, the economic exchanges between the two countries have improved. According to relevant data, China's direct investment in Thailand includes more industries, such as metal agriculture, service industry and electronic grease.

Among them, metal and electronics have become China's largest investment industry in Thailand, accounting for 38.7%. Secondly, agricultural investment accounted for 18.8% (Fei, 2021).

1.2 Research problems

Since China implemented the "the Belt and Road" strategy, more and more Chinese enterprises have chosen to explore the international market (Zhu, 2018). Xiaomi pointed out in the "12th Five Year Plan" that it will build a number of strategic business units with a turnover of more than 100 billion yuan and operating profits of more than 10 billion yuan. Under the guidance of this ambitious goal, its Thai company aims to use it for 6-8 years, so the Thai branch urgently needs to double its operating performance on the existing basis. This goal is undoubtedly ambitious, but it is also difficult. Corresponding to the goal is its assessment method, which adopts KPI (key performance indicator) method. This assessment method is aimed at departments and individuals, and has very strict requirements on the quantitative indicators of departments and individuals. This goal and evaluation method is intolerable to Thai employees who are accustomed to a relaxed and leisurely life and working style (Zhang, 2017).

Secondly, although both China and Thailand are in Asia, the cultural influence between the two countries is undeniable. For example, the language communication barriers between Chinese and Thai employees lead to unfamiliar with each other, which affects work efficiency. Different management concepts from managers from different countries lead to decision-making conflicts. Thai people and Chinese people have certain differences in personality traits, so when the two countries cooperate in cross-border operations, managers and employees in different countries have different cultural differences. Although transnational cultural management is a familiar topic, many companies still face difficulties in cross-cultural management due to the increasingly fierce competition in the international market. Cross cultural management is critical to all

successful companies. Global companies are also indispensable. Chinese companies break through national boundaries, enter the Thai market and carry out transnational operations. This means that these companies must solve the incompatibilities caused by different cultures, do a good job in cross-cultural management, and adapt to differences and domestic production and business environments. This is a key factor in the success of transnational corporations. For this reason, the article takes Xiaomi Company Thailand Branch as a case.

1.3 Research object

This article uses qualitative analysis as the research method, and the references refer to the theoretical basis of cross culture and are discussed with relevant data. First, through reading literature and websites to study the concepts related to cross-cultural management, take Xiaomi Thailand Branch of China as a case study, then send questionnaires to local employees in Thailand to collect data, find out the current problems in cross-cultural management, and finally put forward suggestions to solve them. Therefore, the following research objectives are proposed of this study:

1. What are the cross-cultural management problems of China Xiaomi Thailand Branch.
2. What is the reason for the cross-cultural management of China Xiaomi Thailand Branch.
3. Countermeasures for cross cultural management of China Xiaomi Thailand Branch.

1.4 Scope of study

Based on the research background, the article takes China Xiaomi Thailand Branch as the research object to study how to prevent and resolve conflicts caused by cultural differences between the two sides under cross-cultural conditions, achieve efficient management, and create a reasonable and practical organizational structure and

management mechanism in a cultural atmosphere of different backgrounds and forms, so as to achieve the optimal allocation of enterprise resources, especially to maximize the mining and utilization of the potential and value of enterprise human resources, Finally, the problem of maximizing the comprehensive benefits of the enterprise is completed. These are the unsolved problems faced by Xiaomi in Thailand and are also the scope of this article, which can provide suggestions and guidance for other similar multinational companies to solve cross-cultural management.

1.5 Research significance

After having a stable market in China, Xiaomi began to gradually explore the international market. In 2015, based on the globalization background, Xiaomi began to enter the Thai market (Li&Tan,2021). Therefore, this study is mainly based on the understanding of Xiaomi's cross-cultural management status and the analysis of existing problems. Analyze the differences between Thai and Chinese markets in culture, business philosophy, communication methods, human resource management, etc. On the analysis level, the article will study how Xiaomi Company conducts cross-cultural management and development in the Thai market, hoping to promote the stable growth of the company in the future. The theoretical significance of this study is to combine culture, enterprise, culture and cross-cultural management as the theoretical basis of literature, to conduct in-depth analysis of Xiaomi's business objectives and actual business situation, and to put forward feasible suggestions according to the problems faced by Xiaomi's international business, which can also provide cases and experience for Chinese enterprises to enter the Thai market and expand the global market in the future (Hao, 2019).

2. Literature review

2.1 Cultural differences

Cultural differences are mainly due to differences in regional backgrounds, traditions and ways of thinking. All countries in the world have their own values and marketing models in business management. According to the actual situation, the leadership will also be different, because if business is carried out nationwide, local employees are required (Geert, 2021). However, due to their different ways of thinking and communication, the management has obstacles in managing employees. People in other countries have similar ways of thinking, but there are more differences. Suppose you do not understand the local exchanges, customs and cultural traditions. In this case, it often leads to poor communication and even conflict, which is not conducive to the development of the company (Zhu,2021).

Therefore, cultural differences will have a special impact on the company's business objectives, business philosophy and decision-making management. Corporate governance is divided into several links. If one of the links is affected by cultural differences, the negative impact will be serious. For multinational companies, it is necessary to understand the local cultural background and establish the same values as far as possible, so as to achieve the business objectives agreed with the local government and reduce the existence of risks (Pi&Li, 2016). Different cultural backgrounds can create other decision-making models. For example, under the influence of pragmatism culture, the decision-making model of European and American companies focuses on efficiency. There are few or no agency positions. The relationship between responsibility, power and interests is direct. Decision making is fast. Under the influence of oriental culture, the decision-making mode of enterprises pays more attention to collective decision-making, and many decisions are made after joint consultation(Du,2021).

2.2 Connotation of cross-cultural management

The so-called cross-cultural management includes two levels of meaning: the first level is cross-cultural. Cross culture, also known as "cross culture", refers to the interaction between two or more organizations or institutions (enterprises) with different cultural backgrounds in transnational business activities. The second is cross-cultural management. The most straightforward definition of cross-cultural management is to solve the contradictions and conflicts in the management of transnational enterprises through various ways (cultural integration, etc.) between enterprises in two countries with completely different cultural connotations, so as to effectively manage international enterprises (Glaser&Strauss, 2020). Li Cross cultural management refers to managing people, events and events involving different cultural backgrounds. Pi and Li will adopt an inclusive management approach to the culture of subsidiaries of different races, art types and cultural development stages in their international business(Pi& Li,2016) . Cross cultural management focuses on the effective management of different cultures in the process of enterprise globalization, which is a concept at the organizational level. From a small perspective of Wang , "cross-cultural management" tries to solve the communication and cooperation between members from different cultural backgrounds in the same working group(Wang,2015). Its foothold is the effectiveness of cross-cultural teams.

2.3 Research Status of Cross cultural Management in China and Thailand

At present, transnational corporations' cross-cultural management is mainly characterized by virtual culture, humanistic culture and innovative culture. Virtual culture means that more and more transnational corporations integrate their superior resources with the help of information science, virtual enterprises and virtual management, high-tech as a means, and soft operating systems as a blueprint for the world. Humanistic culture emphasizes that in today's era, the development of transnational corporations depends more on people. Human resources are the core of development. The cultural difference between

China and the host country has become one of the main obstacles to the transnational operation of Chinese enterprises. Consider the internal factors to study cross-cultural motivation: there are three problems in Thai companies: cultural exclusion makes management more difficult, incentive mechanism ignores cross-cultural differences, and training system is not perfect (Chaiprasit&Santidhirakul, 2020). Due to the short growth time, insufficient experience and profound influence of Chinese traditional culture in the management of Chinese transnational enterprises, Chinese transnational enterprises have not yet established a real cross-cultural management system for large international enterprises, and Chinese transnational enterprises have not yet fully adapted to the management of different cultural environments(Lu&Quan,2019). There are three problems in the cross-cultural management of Chinese enterprises: insufficient understanding of cultural differences, insufficient ability of cultural integration, and relatively backward level of human resource management. At this stage, the cross-cultural management of Chinese transnational enterprises has the problems of shortage of cross-cultural management talents and imperfect cultural construction with "compatibility" characteristics (Chen, 2020).

3.Finding and Conclusion

3.1 Xiaomi Thailand Branch

Xiaomi mobile phones entered the Thai market based on friendly cooperation between the two countries, with relatively loose policies. When Xiaomi enters the Thai market, it pays great attention to the commercial laws of Thailand and strictly abides by domestic laws and regulations. According to the latest report released by Gartner, a well-known research and consulting company, in March, the total shipment of Xiaomi mobile phones in Thailand in the first quarter of 2020 exceeded 691000 units, with a market share of 16.2%, ranking first in Thailand's smartphone sales, followed by Oppo and Vivo, two smart phone brands also from China, with a market share of 12.6% and 10.5% respectively, and

Samsung and Apple ranked fourth and fifth. Thailand and China are similar in many aspects. Xiaomi mobile phones are of good quality and cheap. Today, consumers are more receptive. Therefore, Xiaomi mobile phone can still expand its market share in Thailand(Jin&Zhu,2015).

In terms of management, in Xiaomi Thailand Branch, most of the employees are Thai, and the Chinese employees are mainly the management, who jointly manage Thai employees with Thai managers. However, there are great differences between managers of China and Thailand in the management process.

3.2 Management problems of Xiaomi Thailand Branch

First of all, the two countries have very different attitudes towards the parent company's business objectives. Thailand believes that the KPI target evaluation and control methods respected by Chinese leaders are too strict, and they want to work in a relaxed environment and relaxed mentality. Under the influence of Buddhism, they believe that everything has its own laws, and there is no need to deliberately pursue any goal. However, the weakening of individual goals is not conducive to the realization of collective goals. The deep-seated reason is that because of the difference between collectivism and individualism values between Thai employees and Chinese employees, Thai employees cannot consider the overall situation as Chinese employees do. When the company's interests and personal interests conflict, they can still choose to maintain the company's interests and corporate culture(Sun,2018). It can be seen that if Chinese transnational corporations do not consider the cultural background of all corporate cultural audiences in cross-cultural management and blindly promote the corporate culture of the parent company to its subsidiaries, they may not achieve the expected results, or even affect the morale of employees and the cohesion of the company.

Second, the decision-making and planning methods are different. It can be seen from the organizational chart of China Xiaomi Thailand Branch that its decision-making

power for major decisions is in the hands of the Board of Directors. Major decisions include the company's development strategy, new business development, appointment and dismissal of important leaders, etc. Business decisions are made by the General Manager and the Deputy General Manager. The company has problems such as confused property rights and unclear investment nature, which is not conducive to the rational allocation of resources. In handling the plan, the Chinese side attaches importance to its timeliness and scientificity, emphasizes that the plan must be completed on time, with quality and quantity, and strictly evaluates the implementation of the plan. Thailand, due to its concept of time, does not rush or slow, and believes that the plan is flexible. It is for reference only and can be completed on time. It's no big deal if the plan is not completed on time. Therefore, there are differences between the decisions and plans of China and Thailand.

In terms of human resources management, there is no problem in the recruitment, selection, training and incentive of employees unilaterally and China and Thailand. However, after the merger, this will happen when managers from China and Thailand jointly manage. The problem is that managers with sales background pay attention to the knowledge and skills trained by China Xiaomi Company in Thailand. Even if it involves the cultural level, it has not attracted enough attention and lacks the strategic thinking of human resources. Although the managers selected by the Chinese side are proficient in Thai and have good business skills, they lack the necessary cross-cultural management skills. They are still helpless in the face of problems caused by cultural differences. In terms of incentives, the incentive measures did not meet the expectations of Thai employees, and the incentive effect was not ideal. According to the two factor theory, the above salary structure is only a health care factor, not an incentive factor; At the same time, according to the expectation theory, $\text{motivation} = \text{potency} * \text{expectation value}$, Thai employees originally disagreed with the concept of "performance first", and its effect price was obviously not high. In addition to the above high target pressure, they also doubted whether they could successfully complete their work, so they could not produce

good incentive effect at all.

3.3 Reasons for conflict

3.3.1 The business objectives and thinking of China Xiaomi Thailand Branch are different from that of the parent company

As Chinese millet company and its Thai company are located in different countries, the political environment, economic situation, social environment and cultural background of China and Thailand are different. Therefore, the management system, management mode, corporate culture and business philosophy adopted by Xiaomi may not be suitable for Thai companies. Blind management transplantation without adjustment may not achieve the corresponding effect or benefit, but it may lead to cultural conflict. The cultural differences between China and Thailand lead to different ways of thinking of managers in the two countries, and different ways of thinking will cause obstacles to communication. If the communication parties fail to remove obstacles in time, communication will become less and less, which is not conducive to establishing friendly relations between employees, or even conflicts.

3.3.2 Different attitudes towards collective decision-making and individual decision-making

In terms of decision-making methods, Thai managers generally believe that decision-making should be made collectively, and their responsibilities and achievements belong to the collective. On the other hand, Chinese enterprises advocate the combination of collective decision-making and individual decision-making. This is not a very complex event, which should be completed by individuals, and the individual manager should bear the ultimate responsibility. China likes to emphasize the concept of time when making decisions. They rejected China's usual decision-making method of soliciting opinions and seeking consensus, believing that it was a waste of time. In Xiaomi's Thai branch in China, Thai managers are used to focusing on decision-making, focusing on interpersonal relationships, soliciting opinions from multiple parties before making decisions, and then making comparative choices. The decision-making process

in Thailand is usually analyzed and decided by the staff and leaders who investigate the situation, and then implemented. Decision making is meticulous and slow, while Chinese managers require equal rights and responsibilities, and the speed of decision making and pace of work are relatively fast.

3.3.3 Conflicting human resource management concepts between the two countries

In terms of human resources management, there is no problem in the recruitment, selection, training and incentive of employees unilaterally and China and Thailand. However, after the merger, this will happen when managers from China and Thailand jointly manage. The problem is that managers with sales background pay attention to the knowledge and skills trained by China Xiaomi Company in Thailand. Even if it involves the cultural level, it has not attracted enough attention and lacks the strategic thinking of human resources. Although the managers selected by the Chinese side are proficient in Thai and have good business skills, they lack the necessary cross-cultural management skills. They are still helpless in the face of problems caused by cultural differences. In terms of incentives, the incentive measures did not meet the expectations of Thai employees, and the incentive effect was not ideal.

3.4 Conclusion

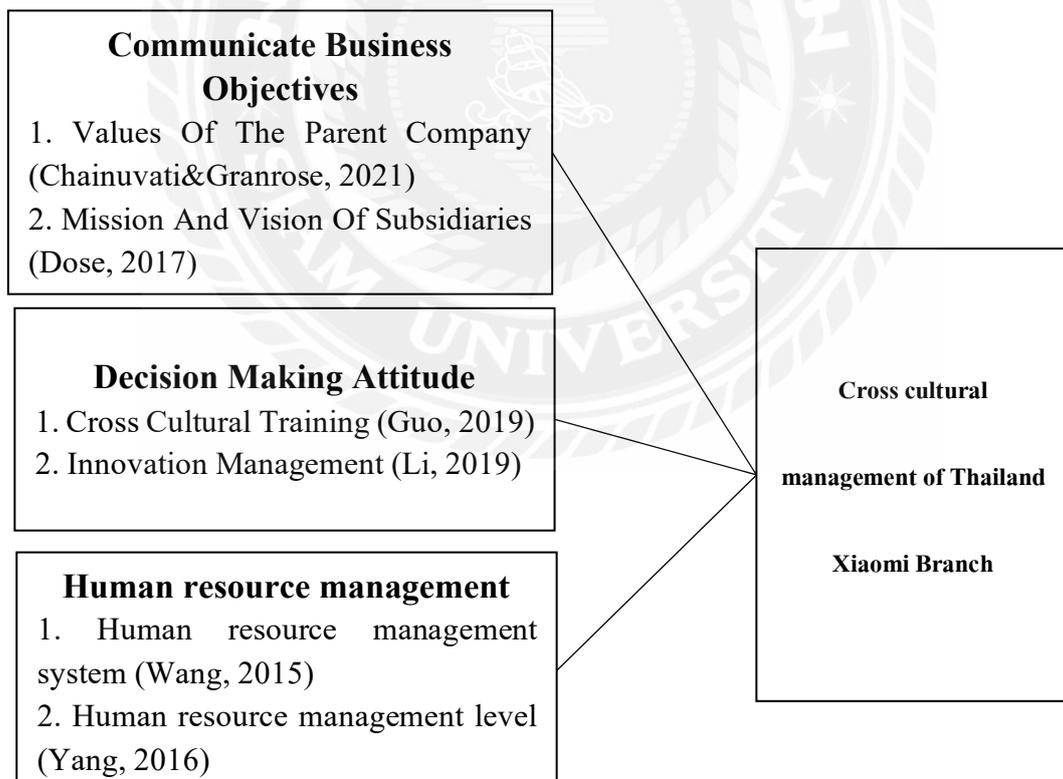
Due to cultural differences, there are differences in business objectives and thinking between China Xiaomi Thailand Branch and its parent company. In this regard, multinational companies can infiltrate the values, enterprise spirit and code of conduct of the parent company into their subsidiaries, integrate the culture of the host country, form an enterprise culture of the mission, vision and values of the subsidiaries, and make the employees of the subsidiaries accept it (Chainuvati&Granrose, 2021). Because employees acknowledge that corporate culture will promote the consistency between employee goals and corporate goals, and ultimately give employees a sense of belonging and achievement, the company can also achieve the preset goals (Dose, 2017).

Employees in the two countries also show great differences in their attitudes

towards collective and individual decision-making. We must organize and understand the culture and characteristics of both sides, find the content based on anxiety, and then integrate and innovate according to the actual situation of Xiaomi's own company and its management and operation (Li, 2019). Cultural integration must proceed from reality, screen out the characteristics that do not conform to the common values of the company, and incorporate some spirit and behavior into the corporate culture system. The development and integration of enterprises in the two countries is not to eliminate the cultural differences between the two countries, but to complement each other. The excellent cultural elements between the two countries must be absorbed and utilized under the background that can be improved. The country's cultural factors enable us to find a common cultural management model to adapt to the development of this enterprise. It can be said that this has improved the ability of differentiated management and created a new and better transnational cultural process. It can also effectively solve the problem of different attitudes towards collective decision-making and individual decision-making. Secondly, individual and collective decision-making attitudes can be transformed through training (Guo, 2019). By explaining and analyzing the reasons for the differences between individualism and collectivism between Chinese and Thai people, understanding can be better improved, and the conflict between work decisions and plans can be reduced, such as corporate culture training, Chinese culture training, etc., which is conducive to enhancing mutual understanding between employees in the two countries.

Finally, for the conflict of human resource management concepts between China and Thailand, the company should have a personnel management policy suitable for employees, which can actually improve employees' respect for the company's culture, cultivate correct working attitude, and thus improve their work efficiency. If Chinese companies want to develop in Thailand for a long time, they should implement a localized personnel management system. It cannot be said that all company managers are from China. Just like the corporate culture, once it is determined, it will have a certain

stability. The purpose of consistency work is to resolve cross-cultural conflicts in order to maintain the results of cross-cultural integration. The integration of human resource management system can effectively reduce value conflicts, cross-cultural conflicts in human resource management, cross-cultural conflicts in incentive mechanisms, cultural conflicts in coordination management and intercultural conflicts in management methods (Wang, 2015). The expected effect can be achieved by publicizing and implementing the corporate culture in the form that employees like. Therefore, Thai employees should be appropriately selected to hold important positions in the company, so that managers can discuss the cultural differences between the two countries and combine the company policies formulated. In addition, the level of managers is also important (Yang, 2016), which is related to the effectiveness of cross-cultural management. Higher management level can also convince employees.



4.Recommendation

This article mainly adopts the research method of qualitative analysis. The study found that there were some problems in the management process of Chinese companies in Thailand. The biggest limitation of overseas investment is that they face information asymmetry. They can only learn from the experience of other companies in Thailand and combine their own experience. Because Xiaomi mobile phone has its own unique characteristics, its configuration and price are more suitable for sales in Thailand. Secondly, the improvement of cross cultural management of Xiaomi Branch in Thailand is actually to integrate the cultural differences between the parent company and its subsidiaries and between China and Thailand through integration. According to the previous analysis, these integrations can be realized by personnel. To this end, the following suggestions are made:

4.1 Optimize human resource management

First of all, in terms of talent recruitment, whether foreigners or locals, the cross-cultural talents of Xiaomi Thailand Branch should have the following basic conditions: ① understand and respect the national conditions and culture of Thailand; ② Good at communication, with strong intercultural communication ability; ③ Be loyal to the superior, trust the subordinate, and coordinate the relationship between parent and subsidiary companies; ④ Have rich professional knowledge and strong management ability; ⑤ It has strong adaptability and adaptability. After understanding the selection conditions of cross-cultural talents, the Human Resources Department can accurately design the selection methods, and finally select appropriate personnel for foreign and local talents, who can entrust important tasks for the use of subsidiaries.

Second, strict management of fixed posts and personnel. Thai culture emphasizes the harmonious coexistence of people and the environment, and advocates slowing down the pace of life, so it is not so enterprising and not satisfied with the status quo. Therefore, most Thai employees have no motivation to work hard to improve labor productivity and living conditions. In this case, Xiaomi Branch of China in Thailand can break down the process,

arrange work specifically, and assign tasks to specific time periods and specific people, so as to achieve better labor productivity.

Third, manage Thai people according to Thai culture. Managing Thai employees according to Thai culture can easily achieve harmony and stability within the company. According to the characteristics of the local human resources structure, China Xiaomi Thailand Branch can gradually realize the localization of human resources from front-line production and sales employees to middle and even senior managers. This will help retain talent. At the same time, Thai employees are responsible to the government. Contact matters will be more convenient; In addition, using Thai people to manage Thai people can reduce communication barriers and avoid conflicts between Chinese and Thai employees.

Fourth, emphasize the implementation of time management. Thai people do not have much time concept and work efficiency under the guidance of cycle time. In order to improve the low work efficiency of Thai employees, we can refine the work steps, clarify the work content, and cooperate with multi-mode supervision to control.

4.2 Implementation of cross-cultural training

Cross cultural training is an effective cross cultural management content, which aims to prevent and alleviate cultural conflicts and cross cultural communication barriers. China Xiaomi and its Thai company should strengthen cross-cultural training to minimize cultural conflicts between subsidiaries.

The cross-cultural training for Chinese Xiaomi's foreign employees mainly includes: cultural understanding (Chinese culture and Thai culture), Xiaomi's corporate culture, cultural sensitivity training, cross-cultural communication, cross-cultural psychology, Thai language, Thai etiquette, handling and modeling of cultural conflicts, etc. The training methods can be lectures, seminars, video learning, book clubs, online learning, case discussions and simulation exercises. The content of cross-cultural training for local employees of Thailand China Xiaomi Branch mainly includes: cultural understanding (Thai and Chinese culture), corporate culture, rules and regulations of Thailand China Xiaogu Branch, Chinese, etc. The training methods can be lectures, symposiums, etc.

In addition, with the development of overseas subsidiaries, training cross-cultural training talents will also become an important cross-cultural management content. Apply Xiaomi's action learning method to cross-cultural management training. The action learning method introduced by Xiaomi is to learn in action and act in learning, emphasizing practicality. In practice, they constantly learn to modify their own behavior. The learner is the executor, the person who finds the problem and finds the solution. The person in charge of the implementation summarizes and reflects on the problem and finds the solution again - the person in charge of the implementation re summarizes and re thinks... a continuous process of repeated cycles. This learning method can continuously solve the problems in cross-cultural management and quickly improve the talent and cross-cultural management level of managers.

4.3 Improve the level of human resources management

As far as most multinational companies in China are concerned, the management mode of their foreign companies is mostly just planning, and has not yet risen to a sound and controllable system level. They just made some simple things, such as recruitment and personnel management. Training and personnel management regulations. In fact, enterprises should establish a complete human resource management system to make some specific measures in human resource management controllable and checkable, so as to meet the needs of the overall cultural development of enterprises. A sound human resource management system should include personnel management system, recruitment system, evaluation and incentive measures, and cross-cultural business training, so as to improve the human resource system.

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