



**A STUDY OF ENTERPRISE MANAGEMENT INNOVATION
ABILITY – A CASE STUDY OF JD.COM COMPANY**



**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
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**A STUDY OF ENTERPRISE MANAGEMENT INNOVATION
ABILITY - A CASE STUDY JD.COM COMPANY**

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This Independent Study Has Been Approved as a Partial Fulfillment of the
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ABSTRACT

Innovation has become a key factor in the development of enterprises. Therefore, this study explores the key factors affecting the innovation ability of enterprises by taking the case of JD.COM Company. The three research objectives of this study are: 1) To examine the relationship between leadership and enterprise management innovation ability; 2) To examine the relationship between technical competence and enterprise management innovation ability; 3) To examine the relationship between distribution of resources and enterprise management innovation ability.

Based on the theory of innovation ability and organizational learning, this study adopted the method of quantitative analysis and collected 205 valid questionnaires from customers through questionnaire survey, and drew the following conclusions: 1) There is a positive correlation between leadership and enterprise management innovation ability; 2) There is a positive correlation between technical competence and enterprise management innovation ability; 3) There is a positive correlation between distribution of resources and enterprise management innovation ability. It can be reasonably deduced that enhancing leadership, technical competence and the capacity to allocate resources can collectively facilitate an improvement in the innovative ability of enterprises. Consequently, it is feasible to develop the innovative ability of enterprise management by encouraging employee participation, enhancing employee training and strengthening investment in human resources.

Keywords: JD.COM Company, enterprise management innovation ability, leadership, technical competence, distribution of resources

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Song Wenjing

DECLARATION

I, Song Wenjing, hereby certify that the work embodied in this independent study entitled "A Study of Enterprise Management Innovation Ability – A Case Study of JD.COM Company" is result of original research and has not been submitted for a higher degree to any other university or institution.

(Song Wenjing)
Sep 15, 2024



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Chapter 1 Introduction

1.1 Background of the Study

Nowadays, with the rapid development of social economy and the increasingly fierce market competition, enterprise management innovation has become one of the key factors for the survival and development of enterprises (Zhou et al., 2023). The improvement of enterprise's innovation ability can not only help enterprises to develop new products and services, meet the needs of consumers, but also improve their competitiveness and market position. Therefore, it is of great significance to study the influencing factors of enterprise management innovation ability for enterprise development.

As one of the leading e-commerce enterprises in China, JD.COM Company has been committed to continuous innovation since its establishment. JD.COM Company adheres to the concept of "mission must be achieved", takes providing high-quality products and services as its own responsibility, and constantly promotes the improvement of enterprise management innovation ability (Deng, 2020). Therefore, taking JD.COM Company as a case study, studying the influencing factors of enterprise management innovation ability is not only helpful to deeply understand the internal mechanism of enterprise management innovation, but also provides reference for other enterprises.

First of all, studying the influencing factors of enterprise management innovation ability is helpful to improve enterprise management innovation ability. The innovation ability of enterprises is influenced by the interaction of external environment and internal factors. Understanding these factors can help enterprises identify and deal with related problems, thus improving the level of innovation ability (Huang, 2020). Secondly, studying the influencing factors of enterprise management innovation ability is helpful to improve enterprise management innovation strategy. Enterprise management innovation strategy is the guiding principle for the long-term development of enterprises, which is directly related to the innovation ability and achievements of enterprises. Through in-depth study of the influencing factors of enterprise management innovation ability, it can provide scientific basis for the formulation of enterprise management innovation strategy and guide enterprises to invest and develop in the field of innovation. Finally, studying the influencing factors of enterprise management innovation ability is helpful to improve the core competitiveness of enterprises. With the constant change of market demand and the rapid development of technological

progress, enterprises must have strong innovation ability in order to continuously meet customer demand and maintain market competitive advantage. Therefore, by studying the influencing factors of enterprise management innovation ability, we can fundamentally enhance the core competitiveness of enterprises.

To sum up, it is of great significance for the development of enterprises to study the influencing factors of enterprise management innovation ability. Taking JD.COM Company as a case study, through in-depth study of the innovation experience and practices of JD.COM Company, it can provide valuable reference for other enterprises. In addition, by analyzing the influencing factors of enterprise management innovation ability, we can further improve the innovation ability and core competitiveness of enterprises and promote the sustainable development of enterprises.

1.2 Questions of the Study

Enterprise management innovation ability is one of the important indicators of enterprise development, which has a far-reaching impact on the long-term development of enterprises (Song, 2020). How to improve the innovation ability of enterprises is one of the major problems facing enterprises at present. Beijing JD.COM Century Trading Co., Ltd., namely JD.COM Company, is one of the largest comprehensive online shopping malls in China, and its rapid rise in the field of e-commerce has attracted much attention. As a rapidly developing enterprise, JD.COM Company, like other enterprises, must constantly improve its innovation ability to cope with the fierce competition environment. Therefore, it is of great theoretical and practical significance to study the factors that affect the innovation ability of JD.COM companies. The purpose of this paper is to explore the factors that affect JD.COM's innovation ability and provide reference for its long-term development. Based on this, the following three questions are introduced for research:

1. Is there a relationship between leadership and enterprise management innovation ability?
2. Is there a relationship between technical competence and enterprise management innovation ability?
3. Is there a relationship between distribution of resources and enterprise management innovation ability?

1.3 Objectives of the Study

The main research objectives of this study are as follows:

1. To examine the relationship between leadership and enterprise management innovation ability.
2. To examine the relationship between technical competence and enterprise management innovation ability.
3. To examine the relationship between distribution of resources and enterprise management innovation ability.

1.4 Scope of the Study

The purpose of this study is to analyze the optimization of JD.COM's innovation ability. By consulting 28 related literatures, this study focuses on the relationship between the three influencing factors, namely, leadership, technical ability and resource allocation, and the innovation ability of JD.COM Company, so as to provide a breakthrough answer for the better development of the company.

1.5 Significance of the Study

1. Theoretical significance

The research on the influencing factors of enterprise management innovation ability is of great theoretical significance for perfecting innovation theory and promoting innovation management research. By studying the influencing factors of JD.COM's innovation ability, we can enrich and perfect the innovation theory. According to the research results, we can deeply analyze the influence mechanism and correlation of different factors on innovation ability, and further put forward concrete and operable innovation strategies and management models. In addition, the research can also reveal the inherent essence and evolution law of enterprise management innovation ability, and provide theoretical support and reference for further research and understanding of innovation process.

2. Practical significance

It is of great practical significance to study the influencing factors of JD.COM's innovation ability for enterprises in actual operation. First of all, by analyzing the influencing factors of JD.COM's innovation ability, it can provide experience and enlightenment for other enterprises. As one of the leading enterprises in e-commerce industry, JD.COM's successful innovation practice is worth learning from other enterprises. The research results can provide reference and guidance for other enterprises in formulating innovation development strategies, building innovation teams and building innovation systems, and promote the innovation and progress of the whole industry. Secondly, study the key factors that can help JD.COM companies identify and optimize their innovation capabilities. By deeply understanding the factors that affect JD.COM's innovation ability, it can help enterprises find the potential bottlenecks and shortcomings of their own innovation ability, and provide the basis and direction for enterprises to continuously improve their innovation ability. This is of great significance to the sustainable development of JD.COM companies and the promotion of market competitiveness.

Therefore, studying the influencing factors of JD.COM's innovation ability not only enriches and perfects the innovation management theory in theory, but also provides reference for other enterprises and governments in practice, and promotes the innovation ability promotion and sustainable development of enterprises and the whole industry.

1.6 Limitations of the Study

The purpose of this study is to study the influencing factors of enterprise's innovation ability, taking JD.COM Company as a case study, so as to provide reference for other enterprises, which is of great significance to promote the innovation transformation of Chinese enterprises. However, there are some limitations in this study.

1. The research is based on the analysis of a single case and is not representative. Although JD.COM Company is a leading enterprise in the e-commerce industry at present, it also has its own particularity in business model, organizational structure, market positioning and other aspects. Therefore, whether the research results have universal significance needs further analysis and research on the basis of broader data.

2. The research focuses on production-oriented enterprises, while the innovation ability factors of service-oriented enterprises and other types of enterprises may be

different. When we deeply explore the influencing factors of enterprise management innovation ability in different industries such as clothing, medical care and manufacturing, we need to analyze and compare them based on multivariate data in different industries.

3. In this study, data processing is only based on the default statistical analysis method. Therefore, there is still room for improvement in the accuracy and reliability of the conclusion. More complex data processing and analysis methods, such as artificial intelligence, machine learning and other technologies, will play an increasingly important role in improving the research accuracy and credibility.



Chapter 2 Literature Review

2.1 Introduction

This chapter mainly reviews the research of scholars on leadership, technical ability, resource allocation and enterprise management innovation ability for theoretical support for the study.

2.2 Literature Review

Zhu (2022) believes that the influencing factors of enterprise management innovation ability mainly include three aspects. The first is leadership. Leadership plays an important role in the process of enterprise management innovation and can affect the development of enterprise management innovation ability. The second is technical ability. Technical ability is the prerequisite and foundation for enterprises to carry out innovation, and it is also an important way for enterprises to enhance their innovation ability. Finally, allocation of resources. Resource allocation is an important guarantee for enterprises to improve the efficiency and quality of innovation and ensure the achievements. The development of enterprise management innovation ability is not a single factor, but is achieved under the joint action of leadership, technical ability and resource allocation. Enterprises must pay attention to these three aspects when improving their innovation ability, and realize the improvement of innovation ability through continuous optimization and improvement, thus promoting the sustainable development of enterprises.

2.2.1 Leadership

Leadership refers to the ability of an individual or a group to achieve common goals by influencing, inspiring and guiding others in an organization or team. Leadership covers a series of behaviors, skills and qualities, including the leader's vision, decision-making ability, communication ability, team building ability and the ability to influence others (Huang & Ke, 2019). Leadership can play a role at all levels and in all fields, not only in organizations or enterprises, but also in government, educational institutions, non-profit organizations and other types of organizations. Leadership is a dynamic and influential ability, which aims to achieve the common goals of the organization by effectively guiding and inspiring others. The essence of leadership lies in exploring and stimulating people's potential, prompting team

members to play their best level and achieving personal and organizational success.

Mu & Xiao (2019) conducted a questionnaire survey on enterprises in Chinese mainland, and used structural equation model to analyze the influence of leadership on innovation ability. The results show that leaders' views, optimistic attitude and encouraging employees to try new ideas have a positive impact on innovation ability. In addition, the researchers also found that managers who support R&D activities are crucial to the improvement of innovation ability. Huang (2019) explored the influence of leadership on innovation ability through combing and comprehensive analysis. It is found that the support and encouragement of leaders have an important influence on the development of employees' innovation ability. In addition, leaders can stimulate employees' intrinsic motivation by setting reasonable goals, providing sufficient resources and reward mechanisms, so as to promote the improvement of innovation ability. Liu (2018) believed that leaders can adopt innovative management methods to stimulate employees' innovative potential; Shen (2018) found that leaders should pay attention to encouraging cooperation among employees to promote the innovation ability of enterprises. In addition, some scholars have emphasized the influence of different leadership types on innovation ability. For example, according to Wei et al. (2017), transformational leaders can stimulate employees' innovative consciousness and practice more than traditional leaders. Therefore, enterprises need to choose different types of leaders according to their own situation to promote the development of innovation ability.

To sum up, the attitude, behavior and support of leaders can stimulate the innovation potential of employees, thus promoting the innovation ability of enterprises. These studies provide strong theoretical support and practical guidance, which is helpful for enterprises to better play their leadership role, thus promoting the sustainable development of innovation ability.

2.2.2 Technical Competence

Technical ability refers to the knowledge, skills and experience of a person or organization in a specific field or technology (Zhao, 2017). These skills and knowledge can help individuals or organizations to better complete their tasks, improve production efficiency and quality, and also help to avoid risks, avoid losses and protect the interests of individuals or organizations. Technical ability is the core competitiveness of a person or organization in a specific field, and it is also an important indicator to measure the performance and value of a person or organization. With the continuous development

of science and technology, technical capabilities need to be constantly upgraded and updated in order to maintain its advantages in market competition.

Guo (2017) believed that the technological capability of an enterprise is the key driver of its innovation capability. Technological capability enables enterprises to identify, evaluate and develop new technologies continuously, and realize technological innovation by integrating and reconstructing existing resources and capabilities. In their view, technical ability is not only a single technical knowledge and skill, but more importantly, how to apply it to practice and effectively integrate it with other resources to support the continuous innovation activities. Their research shows that the accumulation and renewal of technical ability is an indispensable factor for enterprises in the increasingly competitive market, which has an important impact on their innovation ability and competitive advantage.

Li (2017) believed that market-oriented enterprises pay attention to exploring and meeting customer needs, and realize the benign development of enterprises through internal cooperation and innovation. Among them, technical ability is the basis to realize innovation and meet customer needs. Their research shows that technical ability can support enterprises to continuously update and improve their products and services, thus better meeting customers' needs and improving their market competitiveness.

Based on the above research results, we can draw a conclusion that technical ability has an important influence on the innovation ability of enterprises. Technical ability enables enterprises to continuously discover and develop new technologies and apply them in practice, thus promoting the occurrence of innovation. At the same time, technological capabilities also enable enterprises to adapt to changing market demand and make timely adjustments and transformations, thus maintaining competitiveness.

2.2.3 Distribution of Resources

Resource allocation refers to the process of allocating limited resources to different tasks, projects or departments to achieve the strategic objectives and maximize the value of the organization (Zhan, 2014). Resources can include financial funds, human resources, technical equipment, raw materials and information. The goal of resource allocation is to effectively allocate resources to the most valuable and potential areas in order to achieve the best benefits and returns.

Wang (2017) analyzed the status and position of resources in enterprises, and put

forward the importance of the value and scarcity of resources to the competitive advantage of enterprises. He believes that resources are the core factor of enterprise management, and enterprises must make full use of their business systems and technical capabilities to improve their comprehensive competitiveness. He also pointed out that if enterprises can make rational allocation according to their own resources, combined with market demand and industry trends, they can effectively promote the development of enterprise management innovation ability, thus optimizing the competitive environment.

Xia et al. (2016) analyzed the relationship between resource allocation and enterprise performance, and discussed the influence of resource allocation on enterprise management innovation ability. He believes that in modern society, enterprises are no longer passively responding to the needs of consumers, but should actively guide the needs of consumers and innovate themselves. He put forward the classification of enterprise resources, including the materiality and immateriality of resources, and that enterprises should formulate innovation strategies for them according to their own resource characteristics. When discussing the premise of enterprise management innovation ability, he pointed out the importance of resource allocation in enterprise development, because resource allocation can greatly promote enterprise management innovation.

Finally, many scholars have made a conclusive study on the issue of "the influence of resource allocation on the innovation ability of enterprises". For example, Xia et al. (2016) studied the innovation ability of many independent innovation enterprises. It is found that according to the resource allocation of enterprises, whether institutions can form advantages in technology and products suitable for their own development is an important factor affecting the innovation performance of enterprises.

In a word, the influence of resource allocation on the innovation ability of enterprises is one of the hot spots in the field of modern management. By analyzing the research results of the above scholars, we can draw the following conclusions: the innovation ability of enterprises is one of the core competitiveness of enterprise development, and resource allocation is an important factor and basic support for the development of enterprise management innovation ability, which are inseparable.

2.2.4 Enterprise Management Innovation Ability

The innovation ability of an enterprise refers to the ability of an enterprise to

continuously pursue technological innovation, product innovation, management innovation and strategic innovation in a competitive environment (Liu, 2010). The core of enterprise's innovation ability is to create new and high value-added products, technologies and services to meet the ever-changing market demand. It includes the innovation of various businesses within the enterprise, including research and development, production and sales, as well as the innovation of communication and cooperation between the enterprise and the outside world.

She (2016) believes that enterprise management innovation ability is the ability to meet the needs of new markets and new consumers through destructive innovation. Through a large number of case studies, he explained the reasons why some well-known enterprises were defeated by latecomers, such as the defeat of digital cameras such as Nikon and Kodak. He pointed out that enterprises need to innovate constantly and combine new technologies with market demand in order to maintain their competitive advantage and sustainable development. Shen et al. (2016) studied the key factors of enterprise management innovation ability. He believes that the resource structure and organizational ability of enterprises are crucial to the development of innovation ability. He put forward the resource-based theory, arguing that enterprises form core competence and competitive advantage by allocating and integrating resources. He pointed out that innovation is the foundation of enterprise's success. Through the integration of resources and the improvement of innovation ability, enterprises can gain a dominant position in the competition.

In addition, Yin (2015) conducted an in-depth study on the innovation capability of enterprises. He pointed out that enterprise management innovation is not only technological innovation, but also organizational, product and market innovation. Through the empirical study of different countries and industries, he put forward the theory of innovation system and expounded the influence of innovation system on the innovation ability of enterprises. His research results show that the function and mechanism of innovation system play an important role in promoting the development of enterprise management innovation ability.

To sum up, scholars' research on enterprise management innovation ability covers all aspects, and from different theories and angles, the formation mechanism and key factors of enterprise management innovation ability are discussed. These research results have important theoretical and practical guiding significance for the promotion and development of enterprise management innovation ability.

2.3 JD.COM Company

JD.COM, a self-operated e-commerce enterprise in China, was founded by Liu Qiangdong as the chairman and CEO of JD.COM Group, and the company's website is www.jd.com. In 2021, its net income reached 951.6 billion yuan, and its subsidiaries include JD.COM Mall, JD Finance, Paipai.com, JD Smart, O2O and overseas business department. In 2013, virtual operator was officially licensed. In May 2014, it was officially listed on the NASDAQ Stock Exchange. In July 2015, JD.COM was selected into the NASDAQ 100 Index and the NASDAQ 100 Average Weighted Index. In June 2016, we reached a deep strategic cooperation with Wal-Mart, and No.1 Store was merged into JD.COM.

On March 15th, 2018, JD.COM established the "Customer Experience Excellence Department", which is responsible for the overall promotion of customer experience projects at the level of JD.COM Group. On July 24th, 2018, JD.COM's plan to increase the capital of Allianz Property Insurance China was approved by China Banking and Insurance Regulatory Commission. On September 4th, JD.COM Group signed a strategic cooperation agreement with Ruyi Holding Group. On August 22, 2019, it entered the top ten of the top 500 private enterprises in China in 2019. In 2019, the top 100 private enterprises in China were released, and JD.COM Group ranked fourth.

2.4 Conceptual Framework

According to the analysis and summary of scholars' innovation ability of enterprises, the innovation ability of enterprises research on is influenced by leadership, technical ability and resource allocation. Therefore, the theoretical framework of this study is as follows:

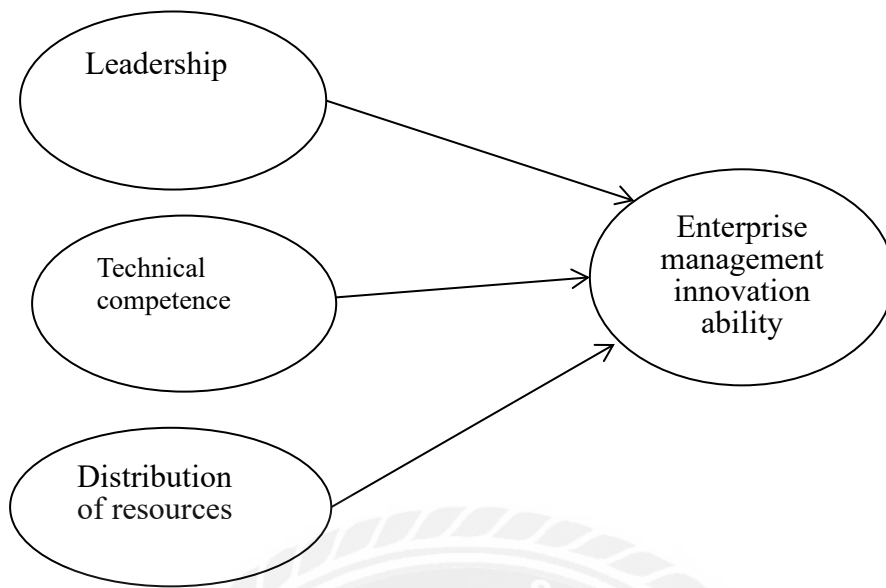
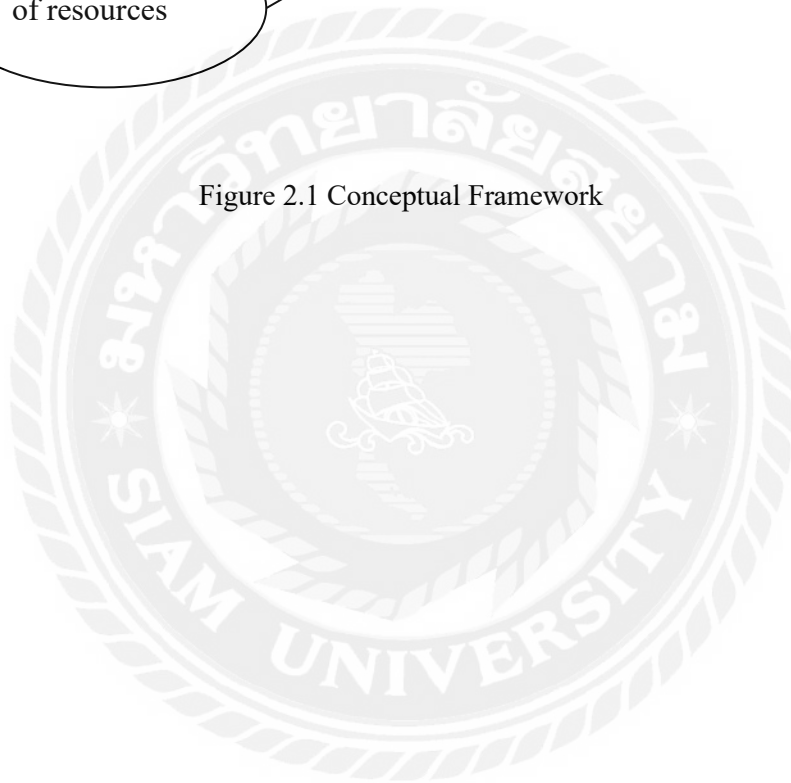


Figure 2.1 Conceptual Framework



Chapter 3 Research Methodology

3.1 Introduction

This study used the quantitative analysis method to investigate the relationship between leadership, technical competence, distribution of resources and enterprise management innovation ability. In this chapter, the research design, the sample size and the corresponding data collection process are clarified.

3.2 Research Design

In this study, a questionnaire survey was adopted. A questionnaire was designed and Likert five-point scale was used. By using SPSS, the reliability and validity of the questionnaire were verified. The scales included in this study are mainly as follows:

3.2.1 Leadership Scale

Li et al. (2014) aimed to explore how leadership affects the innovation ability of enterprises, and deeply study the incentives and obstacles of innovation atmosphere to innovation. The researchers pointed out that innovation ability is one of the key factors of enterprise success, and leadership plays a vital role in the innovation process. They emphasized the importance of innovative leadership, that is, how leaders can stimulate employees' creativity and innovative ability through their actions and decisions. This study further mentions a concept called "innovation atmosphere", which refers to the culture and environment within the organization and plays a decisive role in encouraging and supporting innovation activities. Leaders influence employees' innovative behavior by shaping and maintaining innovative atmosphere. The scale of leadership is shown in Table 3.1.

Table 3.1 Leadership Scale

Vision and mission	The company's vision and mission are clear and definite.
	The company's vision and mission can stimulate employees' work enthusiasm and innovative consciousness.
Communication and collaboration skills	Internal communication and collaboration within the company are efficient and smooth.
	Company leaders can effectively manage team conflicts and ensure the smooth implementation of work plans.

3.2.2 Technical Competence Scale

Liu (2013) found that technological capability has an important impact on the innovation capability of enterprises. They believe that the technological capabilities of enterprises can be developed through technological learning and technological accumulation, and the accumulation of these technological capabilities provides a foundation for the innovation capabilities of enterprises. Guo (2013) studied the influence of technological capability on enterprise management innovation ability. They believe that enterprises rely too much on existing technical capabilities, which will lead to the decline of innovation capabilities and thus fall into the capability trap. The scale of technical ability is shown in Table 3.2.

Table 3.2 Technical Competence Scale

Technical knowledge and application	The technical knowledge level of company employees matches the market demand.
	The company can use technical means to effectively solve problems and improve work efficiency.
Technological innovation and research and development	The company can carry out continuous technological innovation and research and development, and has leading technology.
	The company can meet the market demand and improve its competitiveness.

3.2.3 Distribution of Resources Scale

The influence of resource allocation on enterprise management innovation ability is one of the research fields that organizational scholars and management scholars have long paid attention to. Chen (2013) put forward the viewpoint of resource-based, and believed that the resource allocation of enterprises has an important impact on innovation ability. He believed that enterprises can improve their innovation ability and gain competitive advantage through rational allocation and utilization of resources. Xu et al. (2013) discussed the influence of resource allocation on innovation ability through empirical research. Their research found that the diversity and complementarity of resources have a positive impact on the innovation ability of enterprises, diversity resources can provide different perspectives and ways of thinking and promote innovation and complementary resources can provide necessary support and guarantee for innovation. The scale of resource allocation is shown in Table 3.3:

Table 3.3 Distribution of Resources Scale

Budget management	The company can reasonably formulate, manage and optimize the budget to ensure the achievement of business objectives.
	The company's budget is accurate and clear, and there is a scientific and reasonable resource allocation path.
Human resource management	The company's human resources management is scientific and reasonable, which solves the bottleneck problem of human resources in the company's business.
	The company can recruit and manage talents, and rationally allocate human resources, so that employees can give full play to their work potential.

3.2.4 Enterprise Management Innovation Ability Scale

Enterprise's innovation ability refers to the continuous introduction of new products, new technologies and new management methods in the competition to improve the competitiveness and long-term development ability of enterprises. Lin (2012) adopted the case study method, and through in-depth investigation of three British telecommunications companies, discussed the key elements of enterprise management innovation ability. Through field observation and interviews, the researchers extracted the following key factors: organizational culture, innovation strategy, innovation leadership, innovation resources and innovation cooperation. The research results show that the development of enterprise's innovation ability needs an innovation culture, including an environment that encourages employees to think freely and try new ideas. In addition, the formulation and implementation of innovation strategy is also an important factor in enterprise management innovation. Innovative leadership requires management to have the ability to inspire employees to innovate and cultivate teamwork. Finally, innovation resources and innovation cooperation also play an important role in the development of innovation ability.

Table 3.4 Enterprise Management Innovation Ability Scale

Enterprise management innovation ability	The company can create a good innovation culture and environment and stimulate employees' innovation consciousness.
	The company can carry out continuous innovative research, apply cutting-edge technology, and quickly apply technology to business.

3.3 Hypothesis

1. H1: Leadership has a positive effect on enterprise management innovation ability.

2. H2: Technical competence has a positive effect on enterprise management innovation ability.

3. H3: Distribution of resources has a positive effect on enterprise management innovation ability.

3.4 Population and Sampling

The purpose of this study is to examine the innovation ability of enterprises by collecting data from the employees of JD.COM Company. A total of 220 employees were selected by random sampling.

3.5 Data Collection

The data source of this study is questionnaire survey, which lasted for two months from March 2023 to May 2023, and 205 questionnaires were collected, with a recovery rate of 93.2%.

3.6 Data Analysis

In order to verify the authenticity and reliability of the questionnaire, the SPSS software was used to test the reliability and validity of the questionnaire. The following is the reliability and validity test result the questionnaire:

3.6.1 Questionnaire Reliability Analysis

In this study, Kehlenbach's α coefficient was used to evaluate the reliability of the questionnaire. According to Kehlenbach's suggestion, if the reliability of the questionnaire is above 0.7, it can be considered as good. In order to evaluate the reliability and internal consistency between problem projects, reliability analysis method is used to test. The internal consistency of the scale was also tested, and it was found that its reliability reached above 0.70, which indicated that it had high reliability.

Then, Kehlenbach's α coefficient is tested, and it is found that all the questionnaire results are higher than 0.7, which shows that the questionnaire is highly reliable.

Table 3.5 Questionnaire Reliability Analysis

	Cronbach's Alpha	Number of terms
Leadership	0.812	4
Technical competence	0.761	4
Distribution of resources	0.734	4

3.6.2 Questionnaire Validity Analysis

If KMO value exceeds 0.7, the validity of the questionnaire needs further study. However, it can be seen from Table 3.6 that the KMO value of all factors in this questionnaire exceeds 0.8, and the significance in Bartlett sphericity test is 0.000, which meets the standard.

Table 3.6 Questionnaire Validity Test

	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	Bartlett's Test of Sphericity		
		Approx. Chi-Square	Df	Sig.
Leadership	0.816	285.686	6	.000
Technical competence	0.864	241.358	6	.000
Distribution of resources	0.858	246.846	6	.000

Chapter 4 Findings

4.1 Introduction

The focus of this chapter is to analyze and summarize the collected data related to the enterprise management innovation ability of JD.COM.

4.2 Descriptive Statistical Analysis of Respondents

The characteristics of the respondents are shown in Table 4.1 below. Descriptive statistical analysis shows that 69.8% of the employees who participated in the questionnaire were male and 30.2% were female, with most of them being under 30 years old (43.4%). In terms of position distribution, front-line employees accounted for 33.7%, marketing staff accounted for 35.6%, middle management accounted for 21.5%, and top management accounted for 9.2%. For age, most employees in JD.COM Company are under 30 years old. Correlation analyses show that there is a significant positive correlation between leadership, technical competence, distribution of resources and enterprise management innovation ability. This suggests that as leadership, technical competence, distribution of resources improve, the enterprise management innovation ability increases. This association emphasises the importance of these factors in driving firm innovation.

Table 4.1 Statistics on the Characteristics of Respondents

Survey Items	Category	Number of people	Percentage (%)
Gender	Male	143	69.8
	Female	62	30.2
Age	Under 30 years old	89	43.4
	30-40 years old	70	34.1
	40-50 years old	34	16.6
	50 years old or above	12	5.90
Position	First-line personnel	69	33.7
	Marketing personnel	73	35.6
	Middle management	44	21.5
	Senior Management	19	9.2

The analysis of the questionnaire data is a crucial part in the study of enterprise management innovation ability. By analysing in detail the 205 valid questionnaires collected, it was possible to reveal the relationship between leadership, technical competence, distribution of resources and enterprise management innovation ability.

4.3 Relationship between Leadership and Enterprise Management

Innovation Ability

By studying the correlation between vision and mission, communication and collaboration ability and enterprise management innovation ability, it can be seen from Table 4.2 that the P values are all less than 0.01, and there is a significant positive correlation between them through significance test. The correlation coefficients are 0.763 and 0.725 respectively, and the P values are all less than 0.01. This shows that leadership has influence on the enterprise management innovation ability.

Table 4.2 Correlation Analysis Results of Leadership and Enterprise Management Innovation Ability

Dimension	Vision and mission	Communication and collaboration skills	Enterprise management innovation ability
Vision and mission	1		
Communication and collaboration skills	.645**	1	
Enterprise management innovation ability	.763**	.725**	1

Next, taking leadership as independent variable and enterprise management innovation ability as dependent variable for regression analysis, and the results are shown in Table 4.3. The analysis shows that leadership has a significant positive impact on the innovation ability of enterprises, with $B=0.747$, $P<0.05$. The model passed the F test, with R^2 of 0.546, which can explain 54.6% satisfaction change. This shows that leadership plays an important role in the development of enterprise management innovation ability and is conducive to promoting the sustainable development of enterprises.

Table 4.3 Regression Analysis Results of Leadership and Enterprise Management Innovation Ability

	Non-standardized		Standardized	t	p	R ²	AdjustingR ²	F
	coefficient		coefficient					
	B	Standard Error	Beta					
(Constant)	.646	.035	-	3.894	.000	.546	.505	289.496
leadership	.747	.051	.775	10.495	.000			

4.4 Relationship between Technical Competence and Enterprise Management Innovation Ability

By studying the correlation between technical knowledge and application, technological innovation and R&D and enterprise management innovation ability, it can be seen from Table 4.4 that the P values are all less than 0.01, and there is a significant positive correlation between them through significance test, with correlation coefficients of 0.705 and 0.764 respectively, and the P values are all less than 0.01. This shows that technical competence has an influence on the enterprises management innovation ability.

Table 4.4 Correlation Analysis Results of Technical Competence and Enterprise Management Innovation Ability

Dimension	Technical knowledge and application	Technological innovation and research and development	Enterprise management innovation ability
Technical knowledge and application	1		
Technological innovation and research and development	.611**	1	
Enterprise management innovation ability	.705**	.764**	1

Next, the technical competence is taken as the independent variable, and the enterprise management innovation ability is taken as the dependent variable for regression analysis. The results are shown in Table 4.5. The analysis shows that

leadership has a significant positive impact on the innovation ability of enterprises, with $B=0.746$, $P<0.05$. The model has passed the F test, and R^2 is 0.579, which can explain the satisfaction change of 57.9%. This shows that technical competence plays an important role in the development of enterprise management innovation ability and is conducive to promoting the sustainable development of enterprises.

Table 4.5 Regression Analysis Results of Technical Competence and Enterprise Management Innovation Ability

	Non-standardized		Standardized	t	p	R^2	Adjusting R^2	F
	coefficient		coefficient					
	B	Standard Error	Beta					
(Constant)	.615	.081	-	4.496	.000			
technical competence	.746	.026	.756	11.894	.000	.579	.591	256.469

4.5 Relationship between Distribution of Resources and Enterprise Management Innovation Ability

By studying the correlation among budget management, human resource management and enterprise management innovation ability, it can be seen from Table 4.6 that the p values are all less than 0.01, and there is a significant positive correlation between them through significance test, with correlation coefficients of 0.766 and 0.718 respectively, and the p values are all less than 0.01. This shows that distribution of resources has an influence on the enterprise management innovation ability.

Table 4.6 Correlation Analysis Results of Distribution of Resources and Enterprise Management Innovation Ability

Dimension	Budget management	Human resource management	Enterprise management innovation ability
Budget management	1		
Human resource management	.641**	1	
Enterprise management innovation ability	.766**	.718**	1

Next, take distribution of resources as an independent variable and enterprise

management innovation ability as a dependent variable for regression analysis, and the results are shown in Table 4.7. The analysis shows that distribution of resources has a significant positive impact on the innovation ability of enterprises, with $B=0.717$, $P<0.05$, and the model passed the F test, with R^2 of 0.543, which can explain the satisfaction change of 54.3%. This shows that distribution of resources plays an important role in the development of enterprise management innovation ability and is conducive to promoting the sustainable development of enterprises.

Table 4.7 Regression Analysis Results of Distribution of Resources and Enterprise Management Innovation Ability

	Non-standardized		Standardized	t	p	R^2	Adjusting R^2	F
	coefficient		coefficient					
	B	Standard Error	Beta					
(Constant)	.628	.023	-	4.125	.000			
Distribution of resources	.717	.056	.744	12.594	.000	.543	.523	246.914

Chapter 5 Conclusion and Recommendation

5.1 Introduction

Based on the in-depth analysis of the relationship between variables in the previous chapter, we put forward a series of specific optimization schemes, which will produce more remarkable benefits and open up a broader space for the company's future development.

5.2 Conclusion

5.2.1 There is a Positive Correlation between Leadership and Enterprise Management Innovation Ability

According to the above empirical data, the P value between leadership and enterprise management innovation ability is less than 0.01, which means that there is a significant difference at the level of 10%. More specifically, the correlation coefficients between leadership (including vision and mission, communication and collaboration ability) and enterprise management innovation ability are 0.763 and 0.725, respectively, indicating that there is a significant positive correlation between them, and the correlation is strong. This conclusion has important guiding significance for the future development of the company.

Through in-depth analysis of the relationship between leadership and enterprise management innovation ability, we can draw the conclusion that leadership has a positive impact on enterprise management innovation ability. On this basis, the following optimization suggestions are put forward for JD.COM Company to further improve the company's innovation ability.

First of all, JD.COM company should pay attention to cultivating and strengthening the leadership of the leadership team. The vision and mission of the leadership will inspire employees to work towards the common goal, and the ability of communication and collaboration will strengthen the cooperation between departments, both of which are very important for the cultivation of innovation ability. Therefore, JD.COM should provide training and development plans to help leading teams improve their leadership ability. In addition, an incentive mechanism can also be introduced to reward the performance of the leading team in innovation.

Secondly, JD.COM companies should encourage employees to participate in innovative activities. Giving employees the opportunity to explore and experiment freely can stimulate their innovative potential and enhance their sense of belonging to the company. JD.COM can set up special innovation projects or organize innovation competitions to encourage employees to put forward new ideas and solutions. In addition, establish an open communication channel, so that employees can share their innovative ideas and experiences, and the innovative culture will run through the whole organization.

Finally, JD.COM should establish an innovation monitoring and evaluation mechanism. By setting innovation indicators, we regularly evaluate the effect and effectiveness of innovation, and share and promote the results. At the same time, an innovation team can be established to monitor market trends, industry trends and competitors' innovation direction, and provide strategic innovation suggestions for JD.COM.

Through the above optimization suggestions, JD.COM's innovation ability will be further improved. The positive influence of leadership will be fully exerted in the organization and drive the driving force of innovation. JD.COM will be able to better adapt to market changes, constantly introduce competitive products and services, and realize the company's sustainable development.

5.2.2 There is a Positive Correlation between Technical Competence and Enterprise Management Innovation Ability

According to the above empirical data, the P value between technological capability and enterprise management innovation ability is less than 0.01, which means that there is a significant difference at the level of 10%. More specifically, the correlation coefficients between technological capability (including technological knowledge and application, technological innovation and R&D) and enterprise management innovation ability are 0.705 and 0.764, respectively, indicating that there is a significant positive correlation between them, and the correlation is strong.

According to the positive influence of technical ability on enterprise management innovation ability, the following optimization suggestions are put forward for JD.COM Company to further enhance technical ability and innovation ability.

First of all, JD.COM companies should pay attention to the cultivation and

introduction of technical talents. Having excellent technical talents will help to promote the company's technological innovation. JD.COM can establish cooperation with universities and scientific research institutions to jointly carry out research projects and attract young scientific and technological talents to join the JD.COM team. At the same time, JD.COM should also strengthen internal technical training to enhance the technical ability and innovation awareness of existing employees. This includes providing business-related training courses for employees and organizing technical sharing meetings and seminars.

Secondly, JD.COM should pay attention to the integration of technical resources and innovation cooperation. Technological innovation often requires a lot of resources and knowledge. JD.COM can establish cooperative relations with industry partners, suppliers and scientific research institutions, share resources and knowledge, and jointly carry out technological innovation projects. This kind of cooperation can include joint research and development, joint innovation lab and other forms. Through cooperation, different technical capabilities can be integrated to accelerate the realization of innovation.

Through the above optimization suggestions, JD.COM's technical ability and innovation ability will be further improved. The positive impact of technological innovation will be brought into full play within the company, which will promote JD.COM to maintain its competitive advantage in the industry and achieve sustainable development.

5.2.3 There is a Positive Correlation between Distribution of Resources and Enterprise Management Innovation Ability

According to the above empirical data, the P value between distribution of resources and enterprise management innovation ability is less than 0.01, which means that there is a significant difference at the level of 10%. More specifically, the correlation coefficients between distribution of resources (including budget management and human resource management) and enterprise management innovation ability are 0.766 and 0.718, respectively, indicating that there is a significant positive correlation between them, and the correlation is strong.

On this basis, the following optimization suggestions are put forward for JD.COM Company to further improve the company's innovation ability.

First of all, JD.COM companies should strengthen the investment and management of human resources. Talent is an important driving force of enterprise management innovation ability. JD.COM should recruit high-quality employees, create an incentive mechanism, and encourage employees to constantly innovate and improve their own abilities. In addition, JD.COM companies should pay attention to cultivating employees' innovative consciousness, and provide training and training to cultivate their professional skills and knowledge in different fields. These measures will help JD.COM to form a high-quality and efficient team, and then enhance the company's innovation ability.

Secondly, JD.COM companies should strengthen the allocation of financial resources. Innovation needs the support of funds. JD.COM should rationally plan its financial budget, strengthen its capital investment in innovative projects, and increase the investment ratio of innovative R&D of enterprises. In addition, in order to prevent excessive waste, JD.COM should combine the actual needs of the company, optimize financial management, finely manage financial processes, and realize the effective use of funds.

Through the above optimization suggestions, JD.COM Company can allocate and utilize all kinds of resources more effectively and enhance the innovation ability of enterprises. JD.COM will be able to better cope with the changing market demand, launch competitive products and services, and provide strong support for the sustainable development of enterprises.

5.3 Recommendation

Taking JD.COM Company as a case study, this study explores the key factors that affect the innovation ability of enterprises, analyzes the relationship between the factors from the aspects of leadership, technical competence and distribution of resources, and puts forward a series of optimization suggestions. However, this is only the beginning, and there are still many places that need to be further deepened in the research of enterprise management innovation ability.

First of all, future research should combine empirical research with theoretical research to build a more perfect evaluation index system and model of innovation ability. The index system and model need to consider not only the internal factors of enterprises, but also the influence of external environment on innovation ability, which will better

reflect the actual innovation level of enterprises.

Secondly, future research should also combine the innovation ability of enterprises with sustainable development. How to ensure the sustainable development of enterprises while improving innovation ability, and how to balance R&D investment and R&D achievements are all issues that need to be focused on.

There is still great room for development and research value in the research of enterprise management innovation ability. This study is only a preliminary discussion, and more in-depth research and exploration are needed in the future to provide more guidance and help for enterprises to improve their innovation ability.



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Appendix

Dear Sir/Madam,

In order to fully understand the future development of enterprise management innovation ability, we attach great importance to your opinions. Therefore, we need you to participate in a questionnaire. Please fill in the questionnaire according to the actual situation, so that we can understand your views on supply chain management services more accurately. Thank you very much for your support and cooperation!

Part I: Basic information

1 Your gender:

- Male
 female

2 Your age:

- below 30 years old
 30-40 years old
 40-50 years old
 50 years old or above

3 Your position in the company is:

- First-line employee
 Marketing personnel
 Middle management
 Senior management

Part II: Please tick the option you think is the most suitable for the company's enterprise management innovation ability survey.

Questionnaire on Influencing Factors of Enterprise Management Innovation Ability of JD.COM Company

Factors	Title item	Degree of agreement				
		1	2	3	4	5
Vision and mission	The company's vision and mission are clear and definite.					
	The company's vision and mission can stimulate employees' work enthusiasm and innovative consciousness.					
Communication and collaboration	Internal communication and collaboration within the company are efficient and smooth.					
	Company leaders can effectively manage team					

skills	conflicts and ensure the smooth implementation of work plans.					
Technical knowledge and application	The technical knowledge level of company employees matches the market demand.					
	The company can use technical means to effectively solve problems and improve work efficiency.					
Technological innovation and research and development	The company can carry out continuous technological innovation and research and development, and has leading technology.					
	The company can meet the market demand and improve its competitiveness.					
Budget management	The company can reasonably formulate, manage and optimize the budget to ensure the achievement of business objectives.					
	The company's budget is accurate and clear, and there is a scientific and reasonable resource allocation path.					
Human resource management	The company's human resources management is scientific and reasonable, which solves the bottleneck problem of human resources in the company's business.					
	The company can recruit and manage talents, and rationally allocate human resources, so that employees can give full play to their work potential.					
Enterprise management innovation ability	The company can create a good innovation culture and environment and stimulate employees' innovation consciousness.					
	The company can carry out continuous innovative research, apply cutting-edge technology, and quickly apply technology to business.					