



**Research on the Development Strategy of Changzhou Tianmu Lake
Beer Company**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
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This Independent Study Has Been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

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ABSTRACT

Background: Since China's reform and opening up, the beer industry has experienced rapid development, making China the world's largest beer producer. After China's entry into the WTO, international beer brands have entered the Chinese market, bringing unprecedented opportunities and competitive pressures to domestic enterprises. The beer market has entered a mature stage with consumption growth slowing from 20% in the early 1990s to 3% currently.

Objectives: To analyze the development strategy of Changzhou Tianmu Lake Beer Company through comprehensive internal and external environment analysis, identify strategic positioning suitable for the company's advantages and industry environment, and propose strategic implementation measures to enhance competitiveness and achieve sustainable development.

Methods: This study employed qualitative research methods including case study analysis, strategic management frameworks PEST analysis, Porter's Five Forces model, and SWOT analysis. Data were collected from company reports, industry publications, and financial statements covering the period from 2007-2010.

Findings: The analysis revealed that Tianmu Lake Beer Company possessed advantages in green technology, regional brand recognition, and government support, but faced challenges including limited national brand awareness, narrow marketing channels, and shortage of high-level talent. The company should focus on consolidating high-end market share, developing light beer products, implementing forward integration, and expanding rural markets.

Conclusion: Tianmu Lake Beer Company should adopt a differentiation strategy emphasizing green and healthy brewing concepts, strengthen brand building, expand

market coverage, and implement supporting organizational and cultural changes to achieve sustainable competitive advantage in the increasingly competitive beer industry.

Keywords: beer industry, development strategy, competitive advantage, strategic management, SWOT analysis.



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WANG ZHUOSHI

DECLARATION

I, WANG ZHUOSHI, hereby certify that the work embodied in this independent study entitled “RESEARCH ON THE DEVELOPMENT STRATEGY OF CHANGZHOU TIANMU LAKE BEER COMPANY” is result of original research and has not been submitted for a higher degree to any other university or institution.

(WANG ZHUOSHI)

May 8, 2025



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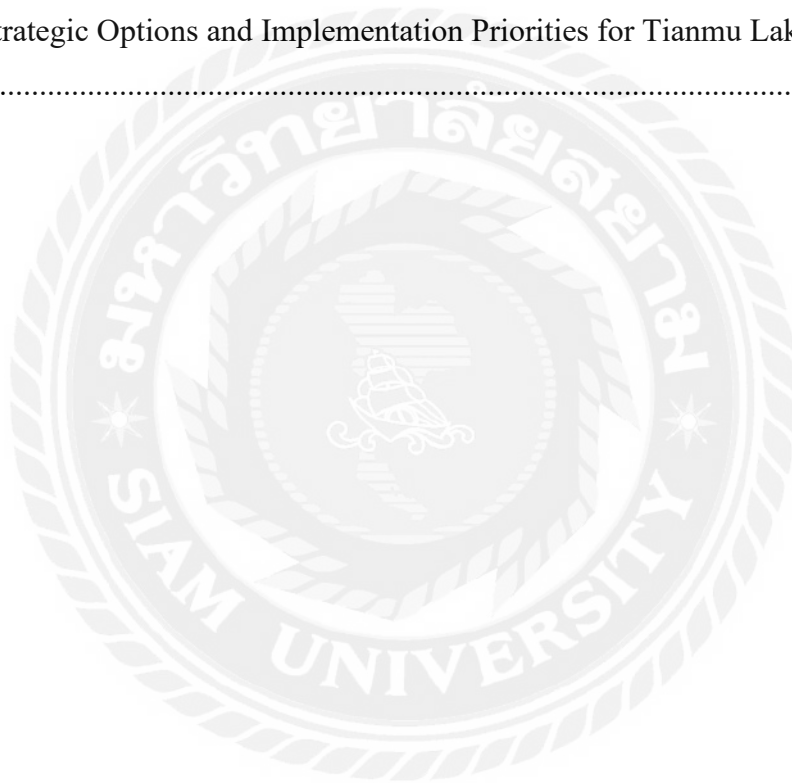
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Chapter 1 Introduction

1.1 Background of the Study

Since China's reform and opening up, the Chinese beer industry has achieved rapid development, and China has now become the world's largest beer producer. After China's entry into the WTO, international famous beer brands have successively entered China, bringing unprecedented opportunities to China's beer industry while also creating enormous competitive pressure for domestic enterprises. Meanwhile, China's beer market has entered a sustained decline phase, with production falling from over 50 million kiloliters at its 2013 peak to 35.21 million kiloliters in 2024, representing a 30% contraction over the past decade.

The transformation of China's beer market over the past three decades demonstrates a clear evolution from rapid expansion to market maturation and decline. The following figure illustrates this dramatic shift in market dynamics, highlighting the strategic challenges facing contemporary Chinese beer enterprises.

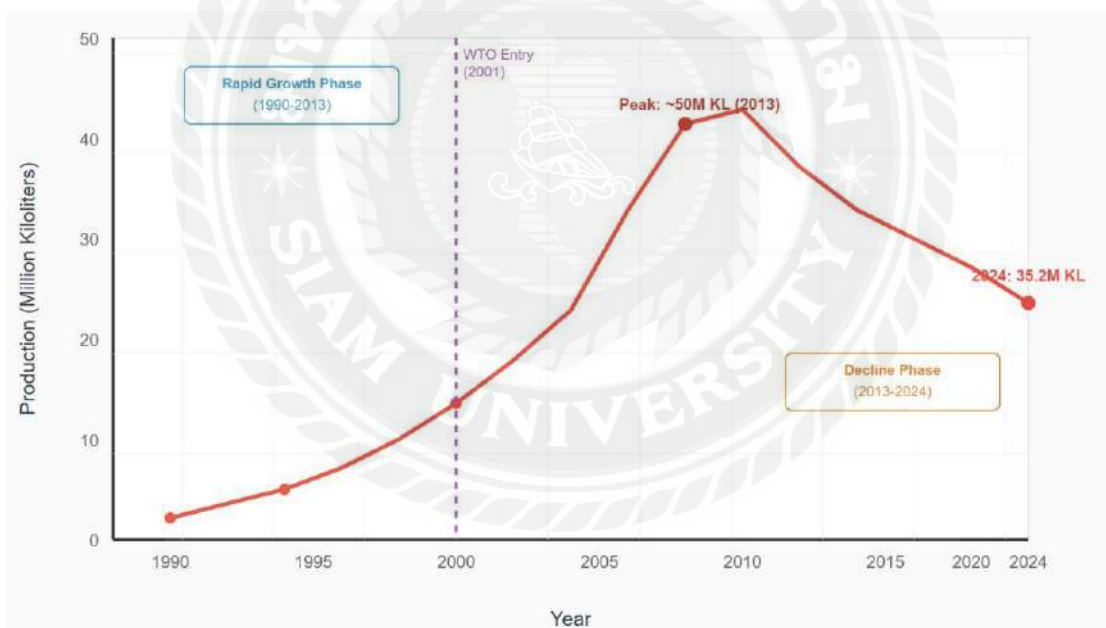


Figure 1.1 China Beer Market Growth Rate Evolution (1990-2024)

This trend analysis clearly demonstrates the strategic inflection point facing the Chinese beer industry. The dramatic decline from 20% annual growth in the early 1990s to approximately 3% currently reflects the industry's transition from an expansion-driven to a competition-driven market. The WTO entry in 2001 marked a crucial turning point, accelerating the arrival of international competitors and intensifying market competition. This transformation necessitates fundamental strategic adjustments for

domestic enterprises like Tianmu Lake Beer, shifting focus from capacity expansion to competitive differentiation and operational efficiency.

In such an environment full of opportunities and challenges, how to adjust strategies and stand out in the fierce competition of the beer industry has become an urgent problem that needs to be resolved by Chinese beer enterprises.

Jiangsu Tianmu Lake Beer Co., Ltd. is located in Liyang City, Changzhou, at the junction of Jiangsu, Zhejiang, and Anhui provinces, in the economically developed Yangtze River Delta region, close to major cities such as Shanghai, Hangzhou, and Nanjing, with very convenient transportation. It is a comprehensive enterprise integrating beer research, product development, production and sales, and is also a research-oriented enterprise combining "production, study, and research" with universities. After 20 years of scientific development, the company has established five major production bases in Changzhou, Zhenjiang, Yancheng, Huzhou, and Tiandao, with annual production capacity exceeding 600,000 kiloliters, becoming the largest green food (beer) production enterprise in Jiangsu Province. Since 1997, Tianmu Lake Beer has consistently ranked among the top tax contributors in the Changzhou region for nine consecutive years, with total tax payments exceeding 100 million yuan in 2005, 2006, and 2007. In September 2007, according to the evaluation by the State Administration of Taxation, Tianmu Lake Beer's total tax payment ranked 38th among the top 100 taxpayers in China's food and beverage industry and 1st in Jiangsu Province.

1.2 Questions of the Study

How can Changzhou Tianmu Lake Beer Company formulate and implement an effective development strategy that leverages its green technology advantages and regional market position to compete successfully in China's increasingly mature and competitive beer market? What strategic directions and implementation measures should the company adopt to achieve sustainable growth while facing challenges from international competitors and evolving consumer preferences?

1.3 Objectives of the Study

This study aims to analyze Tianmu Lake Beer Company's internal capabilities and external market environment to identify optimal strategic positioning and development directions. Through comprehensive PEST, Porter's Five Forces, and SWOT analyses, the research seeks to propose specific strategic recommendations and implementation measures that will enhance the company's competitiveness and ensure long-term sustainable development. The study aims to provide actionable strategic guidance for

the company's transformation from a regional player to a nationally competitive green beer brand.

1.4 Scope of the Study

This study focuses on Changzhou Tianmu Lake Beer Company's strategic development challenges in the context of China's beer market maturation and increasing international competition. The research encompasses the company's evolution from a small township brewery established in 1986 to becoming Jiangsu Province's largest green food beer producer, with particular attention to the period following the company's partnership with Chongqing Beer Group in 2001 and its subsequent development through 2010.

1.5 Significance of the Study

Currently, China has become the world's largest beer producer. After China's entry into the WTO, international famous beer brands have entered China successively, bringing unprecedented opportunities and huge challenges to Chinese beer enterprises. In such an environment, how Chinese beer enterprises can correctly formulate strategies according to their own conditions and adapt to environmental changes has become a crucial issue in development. Through the elaboration of relevant theories, this study takes Changzhou Tianmu Lake Beer Co., Ltd. as the research object, and through the analysis of the company's internal and external environment and existing problems, explores how Tianmu Lake Beer Co., Ltd. can establish strategic planning that adapts to its own advantages and industry environment in the new situation. This research has certain theoretical value and important practical significance for the development of Tianmu Lake Beer Co., Ltd. and other enterprises in the industry.

1.6 Definition of Key Terms

Development Strategy: The comprehensive plan that defines the company's long-term direction, resource allocation, and competitive positioning to achieve sustainable growth and profitability.

Competitive Advantage: The unique capabilities, resources, or market position that allows a company to outperform competitors and create superior value for customers.

Green Beer: Beer produced using environmentally friendly brewing processes and natural ingredients, certified by national green food standards.

Market Penetration: Strategy aimed at increasing market share within existing markets through enhanced marketing efforts and competitive positioning.

Forward Integration: Strategic expansion into downstream activities such as distribution and retail to capture additional value in the supply chain.

Chapter 2 Literature Review

2.1 Strategic Management Theory Development

Enterprise development strategy, as a core branch of strategic management, specifically studies how enterprises achieve sustainable growth in dynamic environments. Ansoff (1965) first systematically proposed the concept of enterprise development strategy in "Corporate Strategy," establishing the product-market growth matrix framework. The matrix identifies four basic development strategies: market penetration, market development, product development, and diversification, with each strategy corresponding to different risk levels and resource requirements. This theoretical framework provides systematic analytical tools for beer enterprises seeking growth paths in mature markets.

Porter's (1997) competitive strategy theory further enriched the theoretical content of development strategy, proposing three basic competitive strategies: cost leadership, differentiation, and focus. The Five Forces analysis framework provides environmental analysis foundation for enterprise development strategy selection by evaluating industry competitive intensity, threat of new entrants, threat of substitutes, supplier bargaining power, and buyer bargaining power. For mature industries like beer, understanding competitive structure is crucial for formulating effective development strategies.

The resource-based view provides theoretical foundation for internal capability analysis in enterprise development strategy. Barney's (1991) VRIN framework (Valuable, Rare, Inimitable, Non-substitutable) offers analytical tools for evaluating enterprise internal resources and capabilities. This theory argues that sustainable competitive advantage derives from unique resources and capabilities that must simultaneously satisfy four conditions to become the foundation for development strategy. Tianmu Lake Beer's green brewing technology and superior water resources represent typical examples of such strategic resources.

2.2 Customer Relationship and Strategic Management

The beer industry, as a mature fast-moving consumer goods sector, possesses unique theoretical characteristics in development strategy. Chen and Wu (2009) published research in Beer Science and Technology indicating that quality management mechanisms in beer enterprises are closely related to development strategy, with quality management systems serving as important foundations supporting beer enterprises' strategic objective achievement. This perspective emphasizes the foundational role of operational excellence for strategic success in the beer industry.

Development strategy selection for small and medium beer enterprises faces special challenges. Cao (2009) studied marketing innovation strategies for small and medium beer enterprises, analyzing how smaller companies can compete effectively with large competitors through innovative marketing approaches. This research provides theoretical guidance for development strategy selection by resource-constrained organizations in mature industries, directly applicable to regional beer enterprises like Tianmu Lake Beer.

Research on China's beer industry development patterns provides important theoretical support for domestic enterprises' development strategies. Liu (2009) conducted comprehensive analysis of China's beer industry development, revealing market trends, competitive dynamics, and strategic challenges facing domestic beer producers. Ding (2009) further analyzed regional competition patterns in China's beer industry, studying how geographic market segmentation influences strategic decision-making and competitive positioning, providing theoretical foundation for regional beer enterprises' national development strategies.

2.3 Research on Chinese Strategic Management Research

Chinese scholars have formed theoretical systems adapted to local environments in the field of enterprise development strategy. Xu (1998) systematically analyzed various enterprise strategic management schools in "Corporate Strategic Management," emphasizing that enterprises should improve core competitiveness through internal organizational learning. This theoretical framework provides systematic strategic management methods for Chinese enterprises, particularly traditional manufacturing enterprises like Tianmu Lake Beer.

Zhou (2002) published research in Nankai Business Review exploring structural elements and transformation issues of enterprise strategic paradigms under new economic forms, analyzing how contemporary economic conditions require fundamental shifts in strategic thinking and organizational design based on informatization, knowledge-based approaches, human-centered management, and globalization. This theory provides important guidance for strategic adjustments in traditional industries like beer manufacturing within modern competitive environments.

Zhang (2003) published balanced scorecard strategic implementation framework research in China Soft Science, analyzing existing strategic implementation obstacles and introducing balanced scorecard strategic map methods. This research demonstrated that BSC transcends enterprise evaluation systems to become systematic strategic implementation frameworks, providing operational tools for Chinese enterprises like Tianmu Lake Beer in development strategy implementation.

2.4 Beer Industry Strategic Research

Beer industry strategic research has evolved significantly in recent years, with international scholars providing comprehensive frameworks for understanding competitive dynamics, sustainability challenges, and market transformation patterns. This body of research offers valuable insights for regional beer companies like Tianmu Lake Beer navigating mature market conditions and intensifying global competition.

2.4.1 International Beer Industry Strategic Research

Sustainability and Circular Economy Strategies: Recent international research has emphasized the strategic importance of environmental sustainability in beer industry competitiveness. Vicha and Januška (2024) conducted comprehensive circular economy analysis for the brewery industry through case study research in the United States, systematically calculating ROI and carbon reduction potential for various circular economy initiatives including malt residue recycling, CO₂ recovery, and beer waste fermentation. Their findings demonstrate that circular economy investments can achieve payback periods of 3-5 years while generating additional profits through policy incentives, providing quantitative references for green differentiation strategies. This research validates that green differentiation represents not merely cost centers but profit-generating strategic advantages, directly supporting Tianmu Lake Beer's "green flagship" positioning with empirical evidence.

Fuentes et al. (2025) developed comprehensive sustainability assessment frameworks for craft beer production using LCA (Life Cycle Assessment) combined with Exergy analysis methodologies. Their evaluation of 5,000 kL/year craft breweries revealed that glass recycling and thermal energy reuse can reduce comprehensive production energy consumption by 27%. This research provides complete assessment frameworks directly applicable to feasibility analysis for Tianmu Lake Beer's energy conservation and efficiency improvement initiatives, offering systematic approaches for measuring and optimizing environmental performance while maintaining operational efficiency.

Industry Consolidation and Competitive Strategy: Global beer industry consolidation trends have attracted significant scholarly attention, with implications for regional companies' strategic positioning. Gasner (2025) analyzed beer industry monopolization and antitrust issues through comprehensive examination of 40 global acquisition cases from 2008-2024, published in Drake Journal of Agricultural Law. The research demonstrates that high industry concentration suppresses product diversification while creating strategic opportunities for small regional brands through regional alliance branding to enhance bargaining power. This analysis provides crucial

insights for regional brands facing the binary choice between acquisition or competitive pressure, suggesting that strategic alliances, shared cold chain logistics, and collaborative marketing can enable smaller companies to resist consolidation pressures while maintaining competitive advantage.

Taylor et al. (2024) examined competition dynamics in the beer industry, analyzing the transition from theoretical competitive models to practical market realities. Their research published in *Cornell Hospitality Quarterly* provides frameworks for understanding how market structure changes affect strategic options for different types of beer companies, particularly relevant for regional players seeking to compete against larger national and international competitors.

Digital Transformation and Operational Excellence: Technology adoption strategies have become increasingly important for beer industry competitiveness. The Carlsberg Group's partnership with PTC (2023) demonstrates practical applications of IoT technology for improving operational equipment effectiveness (OEE) and launching digital brewery initiatives. Their implementation of ThingWorx platform across Danish headquarters and Malaysian production facilities achieved 11% OEE improvement and 6% reduction in per-hectoliter production costs within one year. This case study illustrates how digitalization enhances not only capacity utilization but also enables precision brewing formulations and personalized packaging capabilities, providing roadmaps for regional companies' technology investment strategies.

Market Evolution and Consumer Behavior: International research has identified significant shifts in global beer consumption patterns with strategic implications for product development and market positioning. IWSR Drinks Market Analysis (2023) analyzed economic, cultural, and market forces shaping the global beer industry using sales, pricing, and cultural data from 2000-2023. Their research published in *Journal of Global Food Markets* identifies dual-track growth models emphasizing premiumization versus non-alcoholic beer segments, predicting non-alcoholic beer will achieve compound annual growth rates exceeding 8% through 2027. This research suggests that in mature markets, "health" and "experience" represent two distinct growth trajectories that will reshape category structures, requiring brands to choose focused positioning or dual-line strategies.

Oliffe et al. (2025) examined commercial determinants of non-alcoholic beer development, analyzing the research-marketing-distribution chain for functional beer products. Their findings published in *Health Promotion Practice* identify functionalization, sports consumption scenarios, and ESG narratives as three primary

drivers for achieving premium pricing, providing strategic guidance for Tianmu Lake Beer's potential light/non-alcoholic product line development.

Taylor and Taylor (2024) investigated craft beer drinkers' on-premise versus off-premise purchase behavior post-COVID through survey research of 814 American and Canadian consumers. Their findings published in *Beverages* journal reveal increased price sensitivity leading to 12% contraction in external consumption scenarios while increasing household stockpiling behavior. This research emphasizes the importance of balanced channel strategies incorporating both "large-package retail" and "small-container immediate consumption" formats while maintaining strategic price segmentation.

Economic Geography and Market Expansion: Wang et al. (2025) analyzed the economic geography of beer production in Mexico under trade liberalization, examining industry migration patterns during the NAFTA to USMCA transition period. Research published in *Applied Geography* identifies logistics radius under 350 kilometers as critical for large-scale breweries maintaining localized distribution advantages. This finding applies directly to China's Yangtze River Delta and South China high-density markets, suggesting that regional market depth combined with short-chain distribution can offset labor and fuel cost pressures, supporting localized expansion strategies for regional companies like Tianmu Lake Beer.

Marketing Innovation and Brand Strategy: Ishihara et al. (2023) conducted empirical research on scarcity marketing strategies using limited-time products under umbrella branding in beer markets. Their analysis of 23,000 retail scanning data points validates that "limited edition cans" can increase overall brand sales by 3-5% while reducing price elasticity for regular products. This research demonstrates that seasonal and co-branded "landscape cans" represent cost-effective methods for enhancing brand recognition and improving channel negotiation power, directly applicable to Tianmu Lake Beer's marketing strategy development.

2.4.2 Integration with Chinese Beer Industry Context

Systematic development strategy analysis requires integration of multiple analytical frameworks. PEST analysis examines macro-environmental factors through political, economic, social, and technological dimensions, providing external environmental analysis foundation for enterprise development strategy. Combined with Porter's Five Forces model, this approach enables comprehensive evaluation of macro and industry-level factors affecting beer enterprise development strategy, as demonstrated by both international and Chinese research contexts.

SWOT analysis methodology provides comprehensive analytical framework for development strategy formulation. Lan and Liu (2004) categorized classic strategic management models into comprehensive three-level classifications in "Classic Models of Strategic Management," providing systematic frameworks containing over thirty different approaches. This comprehensive categorization of strategic management frameworks influenced both academic research and practical applications in Chinese enterprises, while international research provides empirical validation and quantitative metrics for strategic assessment.

Development strategy implementation research focuses on effectively translating strategic planning into operational reality. Wang (2003) explored strategic management consulting practices, providing insights into how external expertise can support strategic development and implementation processes. This work emphasized the role of strategic consulting in bridging theory and practice, valuable for enterprises undergoing significant strategic transformation, complemented by international case studies demonstrating successful implementation approaches.

The integration of international research findings with Chinese beer industry analysis reveals both universal strategic principles and context-specific adaptation requirements. International studies provide quantitative frameworks for measuring sustainability performance, digital transformation benefits, and market expansion effectiveness, while Chinese research contributes understanding of regulatory environments, consumer preferences, and competitive dynamics specific to domestic market conditions. This combined perspective enables more robust strategic analysis and implementation planning for companies like Tianmu Lake Beer operating in China's unique market environment.

2.5 Strategic Implementation and Organizational Development

The reviewed literature demonstrates significant evolution in enterprise development strategy theory, yet reveals several theoretical and methodological limitations when applied to China's beer industry context. A critical examination of the theoretical foundations reveals both strengths and weaknesses in current scholarly approaches.

Theoretical Strengths and Contributions: The integration of Western strategic management theories with Chinese enterprise contexts has produced valuable insights for development strategy formulation. Porter's Five Forces and competitive strategy frameworks provide robust analytical foundations for understanding industry dynamics, while Barney's resource-based view offers systematic approaches for evaluating internal capabilities. The combination of these theoretical perspectives, as demonstrated

by Chinese scholars like Xu (1998) and Zhou (2002), creates comprehensive frameworks applicable to traditional manufacturing industries like beer production.

However, several theoretical gaps and limitations emerge from this literature review. First, most existing research focuses on large multinational or national enterprises, with limited attention to regional companies' unique strategic challenges. Second, the beer industry literature predominantly examines market leaders like Tsingtao and China Resources, providing insufficient theoretical guidance for smaller regional players like Tianmu Lake Beer. Third, the integration of environmental sustainability and green technology advantages into traditional strategic frameworks remains underdeveloped in existing literature.

Methodological Assessment: The analytical methodologies employed in reviewed studies demonstrate both sophistication and limitations. While PEST, Five Forces, and SWOT analyses provide systematic frameworks, most studies apply these tools independently rather than developing integrated analytical approaches. Additionally, the temporal dimension of strategic analysis—crucial for understanding market evolution from growth to maturity—receives insufficient attention in existing methodological frameworks.

Industry-Specific Limitations: Beer industry strategic research reveals significant gaps in addressing the unique characteristics of China's rapidly evolving market. Most studies focus either on broad industry trends or individual company case studies, with limited research examining the strategic transition challenges facing regional companies during market maturation. The literature lacks comprehensive frameworks for analyzing how regional beer companies can leverage unique resources (such as green technology or superior water sources) to compete against larger national and international competitors.

Geographic and Cultural Context Gaps: While Chinese scholars have made valuable contributions adapting Western theories to local contexts, significant gaps remain in understanding regional market dynamics and their strategic implications. The literature provides limited guidance on how regional companies can effectively expand beyond their geographic strongholds while maintaining competitive advantages based on local resources and market knowledge.

2.6 Research Gaps and Study Contribution

Based on the comprehensive literature review and critical assessment, several significant research gaps emerge that justify the need for this study on Tianmu Lake Beer Company's development strategy.

Primary Research Gap 1: Limited Focus on Regional Beer Company Strategic Development. Existing literature predominantly examines either large national companies or industry-wide trends, with insufficient attention to the unique strategic challenges facing regional beer companies in China's mature market. This study addresses this gap by providing comprehensive strategic analysis specifically focused on a successful regional company's development challenges and opportunities.

Primary Research Gap 2: Insufficient Integration of Green Technology and Environmental Advantages into Strategic Frameworks. While sustainability and environmental considerations are increasingly important in business strategy, existing beer industry literature provides limited guidance on how companies can strategically leverage green technology advantages. This study contributes by examining how Tianmu Lake Beer's green brewing technology and environmental certifications can be integrated into comprehensive development strategy.

Primary Research Gap 3: Lack of Systematic Framework for Regional-to-National Strategic Transformation. The literature lacks comprehensive frameworks for analyzing how regional companies can successfully expand their geographic reach while maintaining competitive advantages. This study develops integrated analytical approaches combining multiple strategic frameworks to address this specific transformation challenge.

Secondary Research Gap 4: Limited Empirical Analysis of Strategic Implementation in Chinese Beer Industry Context. Most existing studies focus on strategy formulation rather than implementation challenges specific to China's beer industry. This research contributes practical insights into strategic implementation requirements for regional beer companies.

Secondary Research Gap 5: Insufficient Attention to Market Maturation Impact on Strategic Options. While the literature acknowledges China's beer market maturation, few studies systematically examine how this transition affects strategic alternatives for different types of companies. This study provides specific analysis of how market maturation creates both challenges and opportunities for regional players.

Study Contribution and Positioning: This research makes several important contributions to enterprise development strategy literature and beer industry strategic management understanding. First, it provides the first comprehensive strategic analysis of a successful regional green beer company in China's mature market context. Second, it develops an integrated analytical framework combining traditional strategic analysis tools with industry-specific and regional considerations. Third, it offers practical

strategic recommendations that can inform other regional companies facing similar transformation challenges.

The study is positioned at the intersection of enterprise development strategy theory, Chinese management practice, and beer industry analysis, providing both theoretical contributions and practical insights for strategic decision-making in mature, competitive markets.

2.7 Conceptual Framework

Based on systematic review of enterprise development strategy theory, this study adopts an integrated analytical framework specifically designed for beer enterprise development. The framework centers on Ansoff's product-market growth matrix, combined with Porter's competitive strategy theory and Barney's resource-based view, forming a theoretical system applicable to beer enterprise development strategy analysis.

The analytical framework first employs PEST and Five Forces models for external environmental analysis, understanding macro-environmental and industry competitive dynamics affecting Tianmu Lake Beer's development. Internal analysis uses resource-based view to evaluate unique capabilities and strategic assets. SWOT analysis synthesizes external opportunities and threats with internal strengths and weaknesses, combining with Ansoff matrix to generate development strategy options suited to beer industry characteristics.

This integrated framework ensures comprehensive analysis while maintaining focus on practical development strategy recommendations for Tianmu Lake Beer Company. The framework adopts established strategic management theory while incorporating China-specific beer industry research findings, ensuring both theoretical rigor and contextual relevance for the company's development strategy challenges in the evolving Chinese beer market.

Chapter 3 Research Methodology

3.1 Research Design

This study is based on enterprise strategic management related theories, employing a systematic analytical approach to examine Changzhou Tianmu Lake Beer Company's strategic development. The research design follows a qualitative methodology that combines theoretical frameworks with practical analysis to provide comprehensive understanding of the company's strategic situation and development options.

3.2 Research Approach and Technical Route

Based on enterprise strategic management related theories, this study first applied PEST and Porter's Five Forces model to analyze the external environment and beer industry environment of Changzhou Tianmu Lake Beer Co., Ltd. Subsequently, the research analyzed the company's internal environment, including the company's resources, capabilities, and main problems faced by the company. On this basis, SWOT methodology was used to analyze the strategic model of Tianmu Lake Beer Co., Ltd., deriving the strategic direction and functional strategies that the company should implement. Finally, the study proposed guarantee measures for strategic implementation of Tianmu Lake Beer Co., Ltd.

To ensure systematic and comprehensive analysis, this research followed a qualitative methodological framework that integrates multiple analytical tools in a logical sequence. The following diagram illustrates the step-by-step research approach and the interconnections between different analytical components.

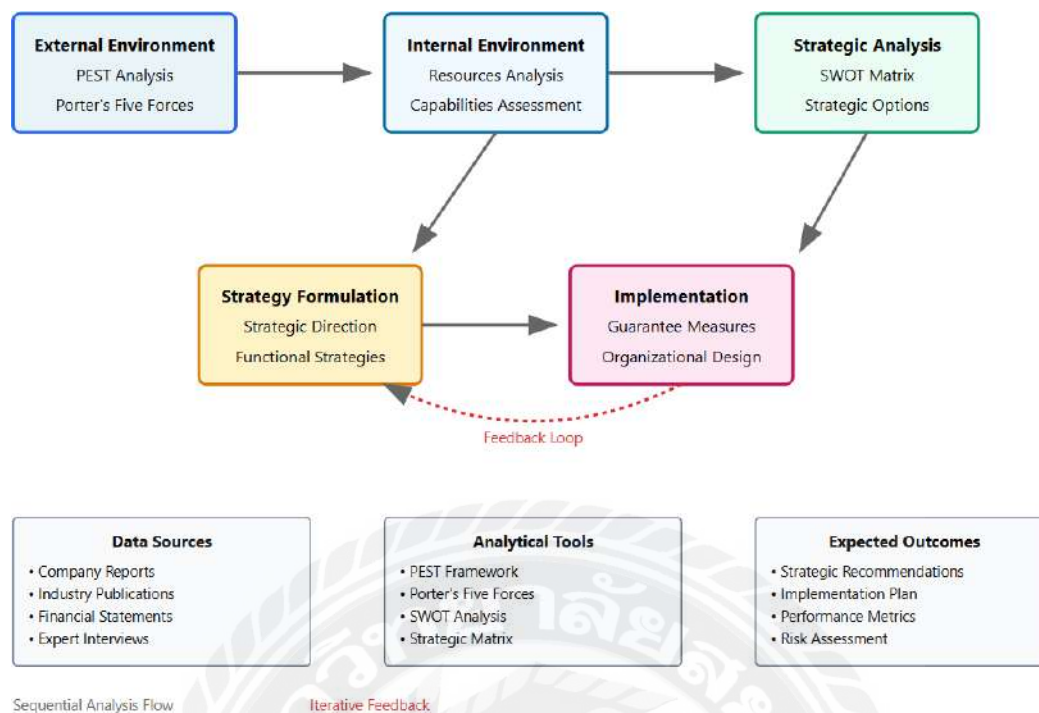


Figure 3.1 Research Methodology Framework and Process Flow

This methodological framework ensures comprehensive strategic analysis through systematic progression from environmental scanning to strategy implementation. The sequential flow from external to internal analysis provides a foundation for effective SWOT synthesis, while the feedback loop enables iterative refinement of strategic recommendations based on implementation feasibility. The integration of multiple analytical tools—PEST for macro-environment, Porter's Five Forces for industry analysis, and SWOT for strategic synthesis—creates a robust analytical foundation that addresses both theoretical rigor and practical application requirements.

3.3 Research Methods

The combination of theory and practice was utilized, integrating strategic management related theories while starting from the actual situation of Changzhou Tianmu Lake Beer Co., Ltd. to analyze the company's internal and external environment and existing problems. This approach ensures that theoretical frameworks are appropriately applied to the specific context of the company's operational reality and market environment.

The research planned and systematically collected relevant materials about Changzhou Tianmu Lake Beer Co., Ltd. The collected materials were then analyzed and summarized to discover existing problems and explore methods for problem resolution.

This methodological approach enables comprehensive data gathering and analysis while maintaining scientific rigor in the research process.



Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Internal Environment Analysis

Financial Resource Analysis: As a subsidiary of Carlsberg China (Chongqing Beer Group), Tianmu Lake Beer's financial performance reflects the strategic positioning within the parent company's portfolio. In 2024, Chongqing Beer Group achieved beer sales volume of 297.5 million kiloliters, with high-end and super-premium products accounting for 48.9% of total volume, representing 145.7 million kiloliters (+1.4% year-over-year). The group's beer gross margin reached 49.7% in 2024, up from 48.9% in 2023, demonstrating strong profitability through premium positioning.

Revenue per hectoliter increased to 492 yuan in 2024 from 478 yuan in 2023, reflecting successful product mix optimization and pricing power. This improvement directly benefits Tianmu Lake Beer as a key contributor to the group's premium product portfolio in East China.



Figure 4.1 Tianmu Lake Beer Strategic Development Timeline (1986-2024)

Figure 4.1 demonstrates Tianmu Lake Beer's systematic approach to building competitive advantage through three distinct phases. The Foundation Phase (1986-1997) focused on establishing technological capabilities and green brand positioning, culminating in national green food certification. The Growth Phase (1997-2010) emphasized strategic partnerships and capital investment, including the pivotal Chongqing Beer acquisition and pure draft beer technology introduction. The Modernization Phase (2010-2024) achieved integration with Carlsberg's global network while maintaining local brand identity, resulting in premium market leadership with 48.9% high-end product share and 49.7% gross margins. This evolutionary pattern illustrates how sustained strategic focus on differentiation through green technology

and premium positioning can enable a regional brewery to achieve market leadership within its target geographic area while maintaining profitability in a declining market.

As a subsidiary of Carlsberg China (Chongqing Beer Group), Tianmu Lake Beer's financial performance reflects the strategic positioning within the parent company's portfolio. To understand the company's financial strength and strategic positioning, it is essential to examine the parent company's performance metrics and their implications for Tianmu Lake's operations.

Table 4.1 Carlsberg China (including Tianmu Lake) Financial Performance Analysis (2023-2024)

Year	Beer Sales Volume (Million KL)	High-end Product Share (%)	Gross Margin (%)	Revenue per Hectoliter (Yuan)
2023	297.4	48.3	48.9	478
2024	297.5	48.9	49.7	492
Growth	+0.03%	+0.6pp	+0.8pp	+2.9%

The financial analysis presented in Table 4.1 reveals strong profitability improvement through premium positioning strategy. While volume remained stable at 297.5 million kiloliters, the increase in high-end product share from 48.3% to 48.9% and revenue per hectoliter growth of 2.9% demonstrates successful strategic execution. The gross margin improvement from 48.9% to 49.7% indicates effective cost management and pricing power in premium segments. Tianmu Lake Beer, as Carlsberg's green demonstration factory in East China, contributes significantly to these premium metrics through its environmental certifications, superior water resources, and quality positioning. This financial performance provides a solid foundation for continued investment in technology and market expansion.

Table 4.2 Current Ratio Comparison with Industry Leaders

Company	2022	2023	2024
Tsingtao Beer	1.75	1.44	1.57
Yanjing Beer	1.73	1.55	1.72
Tianmu Lake Beer	0.70	0.67	0.48

Table 4.3 Quick Ratio Comparison with Industry Leaders

Company	2022	2023	2024
Tsingtao Beer	1.48	1.16	1.37
Yanjing Beer	1.01	1.19	1.26
Tianmu Lake Beer	0.42	0.39	0.15

The financial analysis reveals several concerning trends that require strategic attention. First, the company's liquidity position has deteriorated significantly from 2022 to 2024, with the current ratio declining from 0.70 to 0.48 and the quick ratio dropping more dramatically from 0.42 to 0.15. This downward trend indicates tightening working capital management and potential short-term financial pressure. Second, while both current and quick ratios remain substantially below industry leaders throughout the period, the widening gap suggests that Tianmu Lake Beer faces increasing challenges in maintaining adequate liquidity buffers compared to competitors like Tsingtao Beer (1.57 current ratio) and Yanjing Beer (1.72 current ratio) in 2024.

The deteriorating liquidity metrics, particularly the sharp decline in the quick ratio to 0.15 in 2024, suggest that the company may be experiencing cash flow challenges or has been aggressively investing working capital in inventory or operational expansion. While this efficient asset utilization approach can enhance operational efficiency, it also increases financial risk and reduces flexibility to handle unexpected market downturns or opportunity investments. For a regional beer company competing against larger national players, maintaining adequate financial reserves becomes crucial for sustaining operations during competitive pressures or market volatility.

Despite these liquidity challenges, the company's innovative internal "budget management" system continues to play a vital role in financial oversight, requiring monthly fund balance meetings with all functional departments to monitor cash flow and ensure optimal capital allocation. This systematic approach to financial management becomes even more critical given the tightening liquidity position, necessitating enhanced cash flow forecasting and working capital optimization to support the company's strategic development objectives while maintaining financial stability.

Technical Resource Analysis: Since 2002, Tianmu Lake Beer Company has vigorously implemented the "Green Efficiency 5-Year Plan," dedicated to building China's green beer flagship. Over five years, the company increased investment in energy conservation and environmental protection, investing over 15 million yuan and successively introducing Danish Youning carbon dioxide recovery equipment, Armstrong non-powered condensate recovery equipment, high-efficiency alkaline desulfurization and dust removal equipment, and sewage treatment facilities to achieve comprehensive clean production with significantly reduced energy and material consumption indicators. In 2006, the company's raw material utilization rate reached

99.3%, maintaining industry-leading levels in resource and energy comprehensive utilization.

In today's highly competitive beer market, Changzhou Tianmu Lake Beer Company has consistently advocated green consumption, using DHG, TR and other world-advanced technology production lines to remove substances harmful to beer quality during brewing, completely changing traditional processes that used low-cost but health-harmful formaldehyde to remove polyphenols, truly achieving green and healthy products. The company also uses deep cooling treatment technology to improve product biological and taste stability, with beer indicators for sulfur dioxide, lead, and aflatoxin all exceeding national fermented wine hygiene standards. Tianmu Lake Beer Company was the first in Liyang to receive the "Five-Star Enterprise" honor from Changzhou for two consecutive years. Through years of implementing green development strategies, the company has built the renowned "Tianmu Lake" beer brand and achieved rapid development, earning recognition as China's green beer flagship sailing from Tianmu Lake.

Market Resource Analysis: Jiangsu Province has always been one of China's most prosperous regions, with comprehensive economic strength consistently ranking among the top nationally. Jiangsu is also a major beer consumption province. According to China Brewing Industry Association data, 2009 annual production reached 2.141 million kiloliters, ranking 8th nationally, with sales reaching 2.3 million kiloliters, ranking 7th nationally. Annual per capita consumption was 29.89 liters, slightly below the national average of 30.23 liters, ranking 14th among provinces. Prosperous Jiangsu also has very favorable resources, including the country's two largest malt production enterprises and supporting large enterprises like Xianye Group, with Jiangnan University providing technical support. Jiangsu's beer market development conditions are excellent.

4.1.2 External Environment Analysis

Understanding the external environment is crucial for formulating effective development strategies for Tianmu Lake Beer Company. China's beer industry has undergone significant transformation, with market dynamics shifting from rapid expansion to mature competition characterized by volume decline and premiumization trends. This comprehensive external analysis examines macro-environmental factors, industry competitive dynamics, and regional market conditions to identify strategic opportunities and challenges facing the company.

Macro-Environmental Analysis (PEST)

Political and Legal Environment: China's beer industry policy framework has evolved significantly in 2024-2025, with the government maintaining supportive policies while emphasizing quality development and environmental sustainability. Key policy developments include continued manufacturing VAT at 13%, beer excise tax maintained at 220 yuan per ton for Category B products, and extended small enterprise income tax preferences at 20% for companies with taxable income below 3 million yuan through 2027. Additionally, 56 "green tax" incentives cover energy conservation and comprehensive utilization, directly benefiting environmentally-focused producers like Tianmu Lake Beer. These policies create favorable conditions for companies pursuing sustainable production practices and premium positioning, aligning with Tianmu Lake's green technology advantages.

Economic Environment: From an economic perspective, China's beer industry experienced continued structural adjustment in 2024. National beer production by enterprises above designated size reached 35.21 million kiloliters, declining 0.6% year-over-year, while industry sales revenue totaled 151.3 billion yuan, down 5.7% from 2023. This contraction reflects market maturation rather than economic weakness, as leading companies achieved profit growth through premiumization strategies. National per capita disposable income reached 54,188 yuan for urban residents and 23,119 yuan for rural residents, with real growth of 4.4% and 6.3% respectively, indicating sustained purchasing power despite industry volume decline. Raw material costs remain significant, with China importing approximately 15 million tons of barley in the 2023/24 marketing year, with Australia supplying nearly 50% of imports, creating ongoing cost pressures for all beer producers.

Social and Cultural Environment: Consumer preferences have shifted dramatically toward health-conscious and premium options in 2024. The market demonstrates strong growth in healthy/low-alcohol/non-alcoholic beer and high-protein grain beverages, with consumers increasingly focused on sugar content, alcohol levels, and green certification. Beer premiumization and new consumption scenarios (craft beer bars, camping culture) drive packaging innovation and co-branding marketing strategies, creating opportunities for differentiated brands like Tianmu Lake's "landscape can" series launched in 2024. The aging population trend continues, with over 160 million elderly consumers potentially reducing overall consumption capacity, while urbanization processes bring rural consumers into cities, supporting beer consumption growth in urban markets.

Technological Environment: Advanced brewing technology adoption accelerated in 2024, with KHS/Krones latest production lines achieving 60,000-90,000 cans per

hour and 60,000 bottles per hour for glass lines, reducing water and electricity consumption by 15-25%. Carlsberg's Asian R&D center, operational in Foshan Sanshui since 2024, focuses on flavor innovation and packaging carbon reduction, directly supporting Tianmu Lake's technological advancement and green positioning. Traditional packaging limitations are being addressed through plastic molding technology, while automation and digitalization continue transforming production efficiency and quality control.

Industry Competitive Analysis

China's beer industry has undergone dramatic structural changes, requiring comprehensive analysis of competitive dynamics to understand Tianmu Lake Beer's strategic position. The industry's evolution from growth-driven expansion to mature market competition necessitates systematic evaluation of competitive forces affecting strategic decision-making.

To systematically analyze the competitive dynamics within the beer industry, Porter's Five Forces framework provides comprehensive assessment of industry structure and competitive intensity. The following analysis illustrates the relative strength of each competitive force affecting Tianmu Lake Beer's strategic position in 2024.

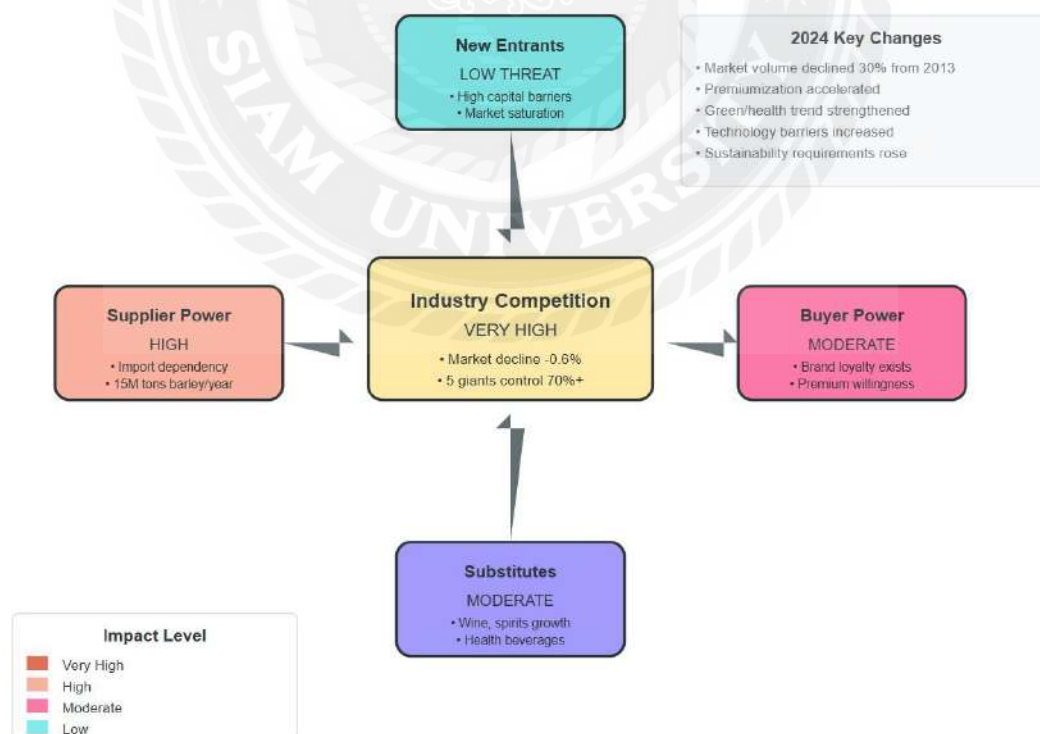


Figure 4.2 Porter's Five Forces Analysis for China Beer Industry (2024)

The Five Forces analysis reveals that Tianmu Lake Beer operates in a challenging competitive environment. The high supplier power, primarily due to limited barley suppliers and import dependency, creates cost pressures that affect profit margins. The high industry rivalry intensity, characterized by market saturation and price competition, requires strategic differentiation to maintain competitive advantage. However, the low threat from potential entrants provides some industry stability, while moderate buyer power and substitute threats suggest opportunities for strategic positioning through brand building and customer relationship management. This analysis indicates that success in this industry requires focus on operational efficiency, strategic partnerships with suppliers, and strong brand differentiation to overcome competitive pressures.

Porter's Five Forces Analysis: After Tianmu Lake was acquired by Chongqing Beer, its main competitors shifted from small beer enterprises to large beer enterprises with second-tier market share, mainly including Tsingtao Beer, China Resources Beer, Harbin Beer, and Yanjing Beer.

To better understand the competitive landscape facing Tianmu Lake Beer, a comprehensive analysis of major competitors' market performance and strategic positioning provides essential context. The following table presents key performance indicators and market positioning data for the primary competitors in China's beer industry.

Table 4.4 Major Competitors' Market Performance and Strategic Positioning Analysis (2024)

Company	Annual Sales Volume (Million KL)	Market Share (%)	Strategic Positioning	Key Developments 2024
China Resources Snow Beer	1,087.4	30.9	Mass market leader	Continued volume leadership despite market decline
Tsingtao Beer	753.8	21.4	Premium & international	Strong export performance and premium growth
Yanjing Beer	400.4	11.4	Regional powerhouse	Record sales, profit, and revenue performance
Budweiser APAC (China)	~330	9-10	Premium imported	Focus on high-end market segments
Chongqing Beer (Carlsberg China)	297.5	8.4	Premium regional with green focus	High-end share reached 48.9%, Tianmu Lake as flagship

Other Manufacturers	~560	16	Various regional players	Continued market share pressure
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Table 4.4 demonstrates the highly concentrated nature of China's beer industry, with the top five companies controlling over 80% of the market. China Resources Snow Beer maintains volume leadership with 30.9% market share, while Tsingtao Beer leverages premium positioning and international expansion. Notably, Chongqing Beer (Carlsberg China), which includes Tianmu Lake Beer, has achieved the highest premium product concentration at 48.9%, indicating successful differentiation strategy. The "Other Manufacturers" category, representing numerous regional players, faces continued pressure, emphasizing the importance of unique positioning for companies like Tianmu Lake Beer.

For more detailed competitive assessment, it is valuable to examine specific competitive factors and their relative importance in determining market success. The following matrix evaluates key competitive dimensions to understand Tianmu Lake Beer's relative strengths and weaknesses against major industry players.

Table 4.5 Competitive Strength Assessment Matrix

Competitive Factor	Weight	Tsingtao	China Resources	Yanjing	Carlsberg China	Tianmu Lake
Brand Recognition	20%	9.0	7.5	8.0	7.5	6.0
Distribution Network	25%	8.5	9.0	7.5	7.0	5.0
Product Quality	15%	8.0	7.0	7.5	8.5	9.0
Financial Resources	20%	8.5	8.0	7.0	7.5	7.0
Technology Innovation	10%	7.5	7.0	6.5	8.5	8.5
Sustainability/Green	10%	7.0	6.5	6.0	9.0	9.5
Weighted Score	100%	8.2	7.7	7.3	7.6	6.6

The competitive strength assessment in Table 4.5 reveals Tianmu Lake Beer's unique positioning within China's beer industry. While the company scores lowest overall (6.6) due to limited brand recognition and distribution network, it demonstrates exceptional performance in product quality (9.0) and sustainability/green positioning (9.5), exceeding all major competitors in these dimensions. The analysis shows that Tianmu Lake's competitive advantage lies in differentiation through environmental leadership and quality excellence rather than scale or distribution reach. This positioning aligns with Carlsberg China's strategy of achieving 49.7% gross margins through premium products, suggesting that Tianmu Lake's focus on green technology and superior quality provides a sustainable competitive foundation despite overall market challenges.

Current beer sales occur through breweries selecting agents and distributors for sales. Buyers, besides final consumers, include agents and distributors with varying bargaining power depending on regions and situations. For the entire beer industry, large-scale distributors and agents have strong bargaining power, especially under industry oversupply conditions, placing beer companies at disadvantageous negotiating positions with downstream sellers. However, premium brands with strong differentiation, such as Tianmu Lake's green positioning, can maintain better pricing power and distributor relationships.

Potential new entrants pose relatively small threats due to the beer industry entering mature stages with low overall profit levels, high entry barriers requiring significant capital and technology investments, and intense competition in both high-end and mid-to-low-end markets as established brands strengthen their positions. As alcoholic beverages, beer substitutes mainly include wine, spirits, yellow wine, and non-alcoholic beverages. Wine poses greater threats to beer in high-end markets with government encouraging policies, though beer maintains relatively stable customer groups due to unique market positioning and consumption occasions.

Market Resource Analysis

Jiangsu Province represents one of China's most attractive beer markets, requiring detailed analysis of regional market conditions and their implications for Tianmu Lake Beer's strategic positioning. Understanding provincial market dynamics provides crucial context for the company's growth opportunities and competitive advantages.

Jiangsu Province continues to represent one of China's most dynamic beer markets, with favorable economic conditions supporting premium consumption. In 2024, Jiangsu residents' per capita disposable income reached 55,415 yuan, growing 5.2% year-over-year, significantly above the national average of 54,188 yuan and supporting continued premiumization trends in beer consumption. This income advantage creates opportunities for premium brands like Tianmu Lake to capture increasing consumer spending power while maintaining pricing premiums over mass market competitors.

Jiangsu's beer production reached approximately 1.207 million kiloliters in the first half of 2023 (latest available provincial data), representing 10.3% growth, substantially outperforming national trends that showed continued decline. The province's robust economic foundation, anchored by proximity to Shanghai, Nanjing, and Hangzhou, creates ideal conditions for premium beer brands like Tianmu Lake. Provincial beer consumption patterns increasingly favor quality over quantity, aligning with Tianmu Lake's green and premium positioning strategy.

The province hosts two of China's largest malt production enterprises and supporting companies like Xianye Group, with Jiangnan University providing technical support for brewing innovation. This industrial ecosystem provides Tianmu Lake Beer with competitive advantages in raw material access, technical collaboration, and supply chain efficiency. Jiangsu's beer market development conditions remain excellent, with continued urbanization trends and rising disposable income supporting sustained premium segment growth. The province's environmental consciousness and government support for green industries further benefit Tianmu Lake's sustainability positioning.

The external environment analysis reveals that while Tianmu Lake Beer faces significant challenges from industry maturation and intense competition, the company benefits from favorable policy support for green industries, strong regional economic conditions, and growing consumer preferences for premium and sustainable products. The key strategic challenge lies in leveraging these environmental advantages while overcoming limitations in national brand recognition and distribution network coverage. Success requires continued focus on differentiation through green technology leadership and quality excellence while building strategic partnerships to extend market reach.

4.1.3 SWOT Analysis Results

Strengths Analysis: Tianmu Lake Beer possesses several key advantages including superior raw material sources and quality advantages. Jiangsu is both an economic powerhouse and agricultural province, rich in barley, wheat, rice and other grain crops, providing high-quality raw materials for Tianmu Lake Beer. Barley is the third largest summer crop in Jiangsu Province after wheat and rapeseed, with long cultivation history and maximum planting area once reaching over 21 million mu. Currently, Jiangsu remains the province with the largest barley planting area nationally and one of China's main beer barley production regions, with planting areas mainly concentrated in Yancheng, Taizhou, Nantong, and Yangzhou cities, accounting for over 50% of provincial area, saving significant transportation and opportunity costs for Tianmu Lake Beer. Tianmu Lake's water resource advantages have been evident throughout nearly 10 years of market changes. As weakly alkaline water with pH values consistently maintained at 7-8, Tianmu Lake's excellent water quality is rare worldwide, and water quality is one of the most important factors affecting beer quality.

The company enjoys strong government support as a backbone enterprise in Changzhou and a major taxpayer in both Changzhou and Jiangsu Province, not only promoting economic development but also absorbing substantial local labor.

Government provides supportive measures including prioritized land supply, key rewards for enterprise development contributors, technical services, and business training. Tianmu Lake Beer has excellent corporate reputation, having won honors including First East Asian Games designated product, 1994 China New Technology and New Product Expo Gold Award, 1996 China New Product Patent Gold Award, 1997 Jiangsu's first green food beer production enterprise, China's recognized star beer, Jiangsu Province user satisfaction product, Jiangsu Province key protection product, and Jiangsu Province famous brand product, enjoying good reputation nationally, especially in Jiangsu Province.

The company also possesses regional brand advantages, with Tianmu Lake Beer's advocated green and healthy concepts deeply rooted in people's hearts. Jiangsu's beer market competition has always been fierce, with international beer brands continuously pressuring this market and other domestic beer brands never abandoning competition for Jiangsu market. Under such circumstances, Tianmu Lake Beer successfully developed from an inconspicuous local beer to Jiangsu's most well-known beer brand.

Weaknesses Analysis: The company faces several limitations including insufficient product variety, lacking initiative when facing diversified consumer preferences. Currently, Tianmu Lake Beer's main products include 11-degree Tianmu Lake special beer, low-sugar health-type 10-degree dry beer, low-sugar low-energy health-type 8.8-degree all-malt beer, functional blood glutinous nutritional black beer, low-sugar low-energy low-alcohol 6-degree beer, and spirulina green beer. Compared to major competitors, Tianmu Lake Beer has fewer varieties. For example, Tsingtao Beer offers 18, 16, 14, 12, 11, 10, and 8-degree beers classified by original wort concentration, light, dark, and black beers classified by color, fresh and cooked beers classified by sterilization method, and top and bottom fermentation beers classified by yeast nature.

The company also suffers from insufficient management capabilities among grassroots and middle-level management cadres. Within enterprises, large numbers of employees and work are managed by middle and lower-level managers, so their performance management levels directly relate to employee performance levels. Generally, middle and lower-level managers represent one of enterprises' largest resource investments in terms of compensation and benefits. However, neglecting their cultivation essentially means not caring about output levels and quality, causing obvious enterprise harm. Additionally, the company lacks high-level talent with overall low human resource quality. High-level professional manager shortage is a common problem throughout China's beer industry. Changzhou Tianmu Lake Beer Co., Ltd.,

located in Datou Town, Liyang City, Changzhou, cannot compare geographically with major cities like Nanjing, Shanghai, and Beijing, making it difficult to attract excellent high-level management and technical talent within the industry.

Opportunities Analysis: The company faces several favorable opportunities including national and local policy support beneficial for Tianmu Lake Beer development. For the beer industry, national policy generally encourages appropriate development through specific policies: establishing beer industry structural adjustment and reform special investment, selectively supporting strong companies with focus on developing 10 major national brand large enterprise groups to achieve over 40% domestic market concentration (currently reaching 61.06%), and supporting large beer enterprise groups in implementing cross-regional, cross-industry mergers or various forms of controlling, participating, enterprise restructuring and resource optimization through brand leadership, implementing capital operations for rapid low-cost expansion of well-known brand advantage enterprises.

China's beer market openness continues increasing. With China's WTO entry, markets further opened with national and local governments gradually liberalizing alcohol market monopolies and local protections, providing Tianmu Lake Beer opportunities to become nationally famous brands. Rural markets possess enormous potential. China is an agricultural country with rural populations accounting for 72% of 1.2 billion people, making rural markets extremely potential. Predictions indicate that beer consumption growth will gradually penetrate and transition to rural areas in coming years, with consumer populations growing 20% annually. Developing rural markets has gained recognition from numerous beer enterprises.

Changzhou's urban and rural resident incomes continue stable growth with steadily improving living standards and quality. In 2010, annual urban resident per capita disposable income reached 23,751 yuan, growing 10% from the previous year. Rapid income growth benefits beer market consumption volume and capacity, supporting Tianmu Lake Beer's expanded reproduction.

Threats Analysis: The company faces several challenges including rising labor and raw material prices. With continuously rising CPI indices, raw materials are increasing in price. Beer enterprises bear enormous cost pressures while the state, to encourage farmers' grain planting enthusiasm, has increased grain purchase prices, causing Tianmu Lake Beer's production costs to continuously rise. Foreign famous brand entry presents another threat, with the world's top 10 beer multinational enterprises all involved in China's market alongside China's top 10 domestic beer brands. Foreign capital entry brings advanced technology and management, breaking traditional

Chinese beer production management models, promoting Chinese beer toward international competition, accelerating industry consolidation processes, and promoting Chinese beer industry development. However, for second-tier brands like Tianmu Lake Beer, this represents enormous threats.

User consumption habits are transforming with enhanced bargaining power. With improved living standards, users no longer focus solely on beer prices but increasingly on beer quality and brands. Currently, China's beer market has increasing brands, giving consumers more choices. The company must address these challenges while leveraging its strengths and opportunities to maintain competitive positioning in the evolving market landscape.

Building upon the comprehensive internal and external analysis, a SWOT matrix has been developed to systematically examine the strategic combinations and identify optimal strategic directions. This matrix provides a structured framework for evaluating how the company can leverage its strengths and opportunities while addressing weaknesses and mitigating threats.

Table 4.6 SWOT Matrix for Tianmu Lake Beer Company Strategic Analysis

	Strengths (S)	Weaknesses (W)
	S1: Green technology advantages S2: Superior water resources S3: Government support S4: Regional brand recognition S5: Financial stability	W1: Limited national brand awareness W2: Narrow marketing channels W3: Insufficient product variety W4: Lack of high-level talent W5: Management capability gaps
Opportunities (O)	SO Strategies	WO Strategies
O1: Policy support for industry	SO1: Expand green beer market leadership	WO1: Build national brand recognition
O2: Rural market potential	SO2: Develop comprehensive rural distribution	WO2: Diversify marketing channels
O3: Industry consolidation trends	SO3: Leverage consolidation opportunities	WO3: Expand product portfolio
O4: Consumer preference shifts	SO4: Capitalize on premium positioning	WO4: Attract professional talent
O5: Technology advancement		
Threats (T)	ST Strategies	WT Strategies
T1: International competition	ST1: Form strategic alliances	WT1: Implement defensive strategies
T2: Rising operational costs	ST2: Enhance operational efficiency	WT2: Focus on cost management
T3: Market saturation	ST3: Strengthen	WT3: Streamline
T4:		

Substitute products	differentiationST4:	operationsWT4: Protect
growthT5: Regulatory	Innovation in product	market niche
changes	development	

The SWOT matrix analysis reveals that Tianmu Lake Beer should prioritize SO strategies that leverage its green technology advantages and superior water resources to capture expanding market opportunities. The company's strong regional position and financial stability provide a solid foundation for growth initiatives. Key strategic priorities include: 1) Maximizing the SO quadrant by expanding green beer market leadership and developing rural distribution networks; 2) Addressing WO combinations by building national brand recognition while leveraging policy support; 3) Implementing ST strategies to counter competitive threats through strategic partnerships and operational excellence; and 4) Minimizing WT risks through focused cost management and operational streamlining. This strategic framework provides clear direction for resource allocation and strategic decision-making.

4.2 Discussion

4.2.1 Strategic Positioning and Direction

Based on comprehensive SWOT analysis of Changzhou Tianmu Lake Beer Co., Ltd., considering the company's strengths, weaknesses, opportunities and threats, the strategic direction focuses on four key areas. First, consolidating and expanding high-end market share is essential. In 2002, Tianmu Lake Beer Company invested heavily to introduce pure draft beer production lines from Germany, successfully producing Tianmu Lake pure draft beer after three years with international-level production management. Pure draft beer uses complete aseptic production and represents the healthiest and purest beer, with only six authentic pure draft beer production lines domestically. Tianmu Lake pure draft beer's emergence truly embedded "green" into the brand DNA. Since market launch, sales have multiplied, making it Jiangsu's mainstream premium beer. With the beer industry entering microprofit times, only high-end markets can generate substantial profits. However, Tianmu Lake Beer's premium product sales concentrate mainly in Jiangsu region, unable to compete with well-known brands like Budweiser, Tsingtao, and Yanjing in other provinces, limiting development.

Second, capturing emerging light beer markets presents significant opportunity. Currently, southeastern coastal provinces represented by Zhejiang and Fujian popularize consuming light beer with 7.8-degree wort concentration and 3.5-degree alcohol concentration, showing very strong development momentum. Consumers prefer light beer mainly because of low alcohol content and more comfortable taste, suitable for large consumption during friend gatherings. According to consumer

characteristics, Tianmu Lake Beer should launch its own low-degree light beer positioned as premium products with high quality and refreshing characteristics. Using light beer products, Tianmu Lake can attack profitable light beer markets, rapidly capture market share, establish distinct brand images, and simultaneously block opponents while preventing market share loss.

Third, forward integration strategy addresses increasing market competition. China's beer market competition is intensifying, with the industry entering new consolidation periods. Beer production industry competition is increasingly fierce, with declining profit margins and growing survival pressures. For longer-term considerations, to share downstream beer distribution's rich profits earlier, extend Tianmu Lake Beer's value chain, enhance competitive advantages, and proactively create core competitiveness, Tianmu Lake Beer should seize opportunities to enter beer distribution fields using existing distributor resources.

Fourth, actively expanding national rural markets represents enormous potential. Rural markets possess great potential, with predictions that beer consumption growth will gradually penetrate and transition to rural areas in coming years, with consumer populations growing 20% annually. Developing rural markets has gained recognition from numerous beer enterprises. However, rural markets have certain particularities requiring Tianmu Lake Beer to formulate corresponding market expansion strategies targeting rural market characteristics, including strengthening marketing network construction due to rural market dispersion, requiring beer product diversity due to rural market consumption differences, requiring enhanced consumption guidance promotion due to rural market demonstration effects, requiring more prominent product practicality due to functional requirements, and requiring enterprises to seize favorable opportunities due to obvious seasonal characteristics of rural beer consumption.

4.2.2 Functional Strategy Development

The analysis reveals comprehensive functional strategy requirements across multiple areas. Human resource strategy requires addressing current issues where HR departments have excessive power with insufficient communication with other departments regarding personnel appointments, performance evaluations, and lacking effective employment and incentive mechanisms.

Based on the strategic analysis and SWOT evaluation, multiple strategic options have been identified and prioritized according to their potential impact and feasibility. The following table presents the comprehensive set of strategic alternatives available to Tianmu Lake Beer Company, ranked by strategic priority and implementation complexity.

Table 4.7 Strategic Options and Implementation Priorities for Tianmu Lake Beer

Company				
Priority	Strategic Option	Strategic Focus	Implementation Complexity	Expected Impact
1	Brand Building Enhancement	Develop premium products and strengthen brand advantages	Medium	High
2	Market Penetration	Increase share in existing regional markets	Low	High
3	Product Development	Expand portfolio for diverse consumer segments	Medium	High
4	Forward Integration	Extend into distribution and retail channels	High	Medium
5	Talent Acquisition Strategy	Recruit high-quality management and technical personnel	Medium	High
6	R&D System Development	Strengthen innovation and new product capabilities	High	Medium
7	Rural Market Expansion	Develop comprehensive rural market strategy	Medium	Medium
8	Strategic Partnerships	Form alliances and joint ventures	High	Medium
9	Information System Upgrade	Implement advanced management systems	Medium	Medium
10	Limited Diversification	Explore complementary business opportunities	High	Low

The strategic prioritization reveals that Tianmu Lake Beer should focus on initiatives that build upon existing strengths while addressing immediate market opportunities. The top three priorities - brand building enhancement, market penetration, and product development - offer high impact potential with manageable implementation complexity. These strategies align with the company's core competencies in green technology and regional market knowledge. Medium-term strategies such as forward integration and rural market expansion require more

substantial resource commitments but offer significant growth potential. The lower-priority options, while potentially valuable, should be considered only after successful implementation of primary strategies. This prioritized approach ensures efficient resource allocation and maximizes the probability of strategic success while maintaining operational stability during the transformation process.

Company strategic adjustments necessarily require new human resource mechanisms for adaptation. Tianmu Lake Beer Co., Ltd. should create mechanisms activating human resources, fostering harmonious development atmospheres, and creating happy human resource mechanisms for employees. Strategically, through human resource integration advancement, effectively supporting organizational changes and strategic objective implementation while providing talent support for development.

Marketing strategy encompasses comprehensive product, pricing, distribution, and promotion approaches. Product strategy involves overall concepts including core products, formal products, expected products, extended products, and potential products. Beer's core products provide leisure entertainment and heat relief benefits, which market production and sales must first capture. Formal products mainly involve packaging, requiring Tianmu Lake Beer to develop unique packaging attracting consumer attention. Expected products represent entire attribute and condition sets consumers expect when purchasing, like hoping to buy chilled beer in summer. Extended products include additional services and benefits, while potential products indicate future development and changes requiring timely discovery and research.

Technology development strategy should establish three-level interactive technological innovation mechanisms among research institutes, enterprises, and markets, building company research centers, formulating technological innovation policies and systems, and comprehensively promoting Tianmu Lake Beer's green brewing technology advancement. With economic development and improved living standards, consumer beer demands correspondingly change toward diversification, with healthy, high-quality products increasingly welcomed. Tianmu Lake Beer must eliminate old products difficult to adapt to consumer demands while actively developing new products adapting to market demand changes.

Customer management strategy should implement major customer management strategies, systematically developing and cultivating customers with important strategic significance for enterprise survival and prosperity. Major customers play important roles in company development, providing competitive advantages, establishing customer loyalty keys, and representing important means for high revenue generation.

Although major customers are few in number, they account for large proportions of company sales revenue, playing important roles in overall business. Long-term perspectives show company dependence on major customers, while these customers possess strong negotiation and bargaining abilities requiring substantial time and energy for relationship maintenance.



Chapter 5 Conclusion and Recommendation

5.1 Conclusion

Through analyzing Changzhou Tianmu Lake Beer Co., Ltd.'s development status and using PEST and Five Forces models to analyze the company's external environment, beer industry environment, and internal environment, this study applied SWOT methodology to analyze Tianmu Lake Beer Co., Ltd.'s strategic model, deriving strategic objectives and content for company implementation, and proposing guarantee measures for strategic implementation. The main conclusions reached are as follows:

First, the study analyzed Changzhou Tianmu Lake Beer Co., Ltd.'s internal environment from four aspects: development status, financial resources, technical resources, and market resources. The analysis revealed that the company has evolved from a small township brewery with dozens of employees in 1986 to become Jiangsu Province's largest green food beer producer, with annual production capacity exceeding 600,000 kiloliters across five production bases. Financially, the company demonstrates stability with consistent tax contributions exceeding 100 million yuan annually since 2005, ranking 38th nationally in food and beverage industry taxation. Technically, the company has invested over 15 million yuan in green technology advancement, achieving 99.3% raw material utilization rates and maintaining industry-leading environmental standards.

Second, external environment analysis examined Changzhou Tianmu Lake Beer Co., Ltd. from macro-environment perspectives including political-legal, social-cultural, economic, and technological environments, analyzed beer industry environment through development history, current status and trends, and assessed industry competitive environment through main competitors, substitutes, buyer and supplier bargaining power, and potential entrants. The analysis showed that while government policies support beer industry development, the market has entered maturity with slowing growth rates, intensifying competition from international brands, and evolving consumer preferences toward premium and diverse products.

Third, based on SWOT analysis of Changzhou Tianmu Lake Beer Co., Ltd., the study proposed strategic directions including consolidating and expanding high-end market share, strengthening research and development to capture emerging light beer markets, implementing forward integration to extend value chains, and stabilizing local markets while actively expanding national rural markets. Additionally, specific functional strategies were developed encompassing human resource strategy, marketing strategy, technology development strategy, and key customer management strategy.

Fourth, the study proposed guarantee measures for Changzhou Tianmu Lake Beer Co., Ltd.'s strategic implementation including establishing effective incentive mechanisms, building organizational structures matching development strategies, creating excellent employee teams, and strengthening Tianmu Lake Beer's corporate culture construction. These measures address the fundamental organizational and cultural changes required to support the company's strategic transformation from a regional player to a nationally competitive green beer brand.

5.2 Recommendation

Based on the comprehensive analysis findings, several strategic recommendations emerge for Changzhou Tianmu Lake Beer Co., Ltd. The company should pursue focused differentiation strategy emphasizing green and healthy brewing concepts while selectively expanding geographic reach and product portfolio. This approach leverages existing environmental technology advantages and superior water resources while addressing market opportunities in premium and rural segments.

Specifically, the company should establish effective incentive mechanisms breaking current compensation systems and implementing talent-position matching with capability and performance-linked compensation. For middle-level managers, implement compensation linked to annual performance through basic annual salaries, bonuses, and performance-based annual salaries. For manufacturing position employees, implement standardized management with position wages, skill wages, and bonus compensation systems. For senior R&D technical personnel, compensation design should focus on stimulating work enthusiasm and creativity through basic wages plus project development success bonuses to satisfy work achievement feelings. For marketing personnel, compensation systems should continuously motivate employee performance creation while satisfying work achievement feelings through position and performance wages plus special sharing incentives synchronized with market growth.

The company must build organizational structures matching development strategies, as enterprise-formulated strategies determine organizational structure type changes. After determining strategies, effective implementation requires analyzing and determining organizational structures needed for strategic implementation. Strategy realization occurs through organizations, so effective new strategy implementation requires new or reformed organizational structures. According to proposed new development strategies for Changzhou Tianmu Lake Beer Co., Ltd., matching new organizational structures are needed.

Creating excellent employee teams remains crucial in the knowledge economy era, where enterprise strength evaluation considers not only fixed assets and operational

scales but employee teams. With China's WTO entry and gradually opening domestic beer markets, Chinese beer enterprises face increasingly fierce competition. For beer enterprises, without excellent employee teams, strategic objectives cannot be achieved. This requires strengthening company leadership teams, marketing teams, and R&D teams through targeted development programs and performance management systems.

5.3 Further Study

This research provides foundational understanding of Tianmu Lake Beer Company's strategic situation, but several areas warrant additional investigation. Future research should conduct detailed consumer behavior studies to better understand preferences in target markets, particularly for green products and rural consumers. Ongoing competitive intelligence monitoring of competitor strategies and performance should be established to inform strategic adjustments and identify emerging opportunities.

Regular evaluation of brewing technology advances and their potential applications should be conducted to maintain competitive advantages. Detailed financial projections for proposed strategic initiatives should be developed to support investment decisions and performance monitoring. Comprehensive supply chain efficiency analysis and cost reduction opportunity assessments should be undertaken to improve profitability.

Long-term international market entry feasibility should be evaluated as the company builds national presence and capabilities. The dynamic nature of China's beer market requires continuous strategic adaptation, making ongoing research and analysis essential for sustained competitive success. Companies like Tianmu Lake Beer that successfully balance local advantages with broader market opportunities will be best positioned for long-term growth and profitability in the evolving Chinese beer industry landscape.

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บันทึกข้อความ

ส่วนงาน บัณฑิตวิทยาลัย สาขาบริหารธุรกิจ

โทร.ภายใน 5336

ที่ มส 0210.01 /0278

วันที่ 19 กันยายน 2567

เรื่อง ขออนุมัติสำเร็จการศึกษาประจำปีการศึกษา 2567

เรียน ท่านอธิการบดี

เรื่องเดิม นักศึกษาหลักสูตรบริหารธุรกิจมหาบัณฑิต MR. WANG ZHUOSHI รหัสนักศึกษา 6317195848 ได้ศึกษารายวิชาครบถ้วนสมบูรณ์ และได้ปฏิบัติตามเกณฑ์สำเร็จการศึกษาตามที่มหาวิทยาลัยสยาม กำหนดเรียบร้อยแล้ว ทั้งนี้พร้อมยื่นเรื่องขออนุมัติสำเร็จการศึกษา โดยมีรายละเอียดดังต่อไปนี้

1. ผ่านการตรวจสอบความเข้าใจด้วยโปรแกรม Grammarly เมื่อวันที่ 23 สิงหาคม 2567
2. ผ่านการสอบประมวลความรู้ข้อเขียน เมื่อวันที่ 13 มีนาคม 2565
3. ผ่านการสอบปากเปล่าขั้นสุดท้ายวิชาการค้นคว้าอิสระ เมื่อวันที่ 8 พฤษภาคม 2568
4. ผ่านเกณฑ์มาตรฐานความรู้ภาษาอังกฤษ Oxford Placement Test score 57 CEFR B1 เมื่อวันที่ 8 พฤษภาคม 2568
5. ผ่านการประชุมวิชาการระดับนานาชาติ at the National and International Academic Conference "Empowering Innovation and Sustainability in the Next" Subject: Research on the Development Strategy of Changzhou Tianmu Lake Beer Company on November 27-28, 2021 at Siam University, Bangkok Thailand

เรื่องพิจารณา เพื่อพิจารณาเข้าประชุมสภามหาวิทยาลัย และอนุมัตินักศึกษาสำเร็จการศึกษา ประจำปีการศึกษา 2566 ดังรายละเอียดเอกสารประกอบการสำเร็จการศึกษาตามที่แนบมา

จึงเรียนมาเพื่อพิจารณาอนุมัติ และให้ดำเนินการต่อไป

(รศ.ดร.จอมพงศ์ มงคลวนิช)

คณบดีบัณฑิตวิทยาลัย สาขาบริหารธุรกิจ

ตรงต่อแผนงาน 15 ธันวาคม 67

รศ.ดร.จอมพงศ์

๕๔ เม. 6๘

สำนักงานอธิการบดี

เอกสารฉบับนี้สามารถสืบค้นข้อมูลได้

ลงชื่อ

๐๕๙

วันที่ 24/9/68