



Meet the needs of customers at home – Haier

Module code: BMMB7013

Module: Strategic Management

Lecturer: Glenn Behenna

student name: An Huang

student number: 2106307

words:4838

17 December 2021

CONTENT

<u>MEET THE NEEDS OF CUSTOMERS AT HOME – HAIER.....</u>	<u>1</u>
EXECUTIVE SUMMARY	3
INTRODUCTION.....	3
PEST ANALYSIS	4
SWOT ANALYSIS.....	9
SUPERIORITY	9
DISADVANTAGE	13
OPPORTUNITY	15
RISK	17
STRATEGIC ANALYSIS.....	19
COST LEADERSHIP STRATEGY	19
DIFFERENTIATION STRATEGY	20
SUGGESTION	21
CONCLUSION.....	22
REFERENCES	24

Executive summary

This paper selects Haier, a Chinese household appliance enterprise, as the research object. Pest analysis is used to analyze Haier's current macro environment, and the main difficulties and future trends of current industry development are pointed out. Then, swot analysis is used to analyze Haier's enterprise competitiveness and industry position from four aspects. Finally, according to Haier's strategic direction in different time periods, it is expounded with Porter's general theoretical model. Haier's success can not be separated from the top-level strategic deployment, which provides some reference for the development of other enterprises.

Keywords: Haier strategic competition

Introduction

Haier is a world-renowned household appliance brand, and has always been committed to becoming an enterprise of the times. Since its establishment, the company has gone through a number of strategic changes. Through the innovation of new products and the rich variety of categories, leading other enterprises, become the global leader in the electricity industry and the global leader in smart home solutions.

Haier's home appliance brand has the largest retail sales in the world, according to Euromonitor International. Haier's home appliance category spans a wide range of brands, including Haier, Casati, Leader, AQUA and more. For the past 10 years, Haier-branded equipment such as air conditioners, refrigerators and washing machines has been the number one position in the global market. Haier pioneered smart home solutions: according to

Euromonitor International, with its own products and research and development advantages, Haier's smart home solutions are ahead of most businesses at the moment.

In the past literature, in 1980, the famous scholar Michael Porter put forward the theories of "Five Forces Model" and "Three Competitive Strategies", which have been used ever since. In the research of 2012, NandiniRajagopalan pointed out that enterprises need to consider comprehensively when making strategic plans, and the strategy is not influenced by a single factor, but by multiple influences. Managers should formulate reasonable strategies according to the position of enterprises and their own characteristics. He Xin pointed out in 2018 that the strategic goal of the enterprise is the premise of the long-term development of the enterprise. When formulating the strategy, we should make clear the objectives and reasonably calculate the related resources. Scholars' analysis provides theoretical guidance for our research. Understanding their research results will help us to get closer to the strategic significance of enterprises.

Pest analysis

Political factor

Although the home appliance industry is a traditional industry, but it is an important support for the national manufacturing industry, the development of the industry has been the all-round support of national policies. In March 2021, the 14th Five-Year Plan for National Economic and Social Development of the People's Republic of China and the Outline of Vision Goals for 2035 mentioned that the intelligent transformation of the industry will be

vigorously promoted through the application of technical means such as induction control, voice control and remote control.

The acceleration of urbanization provides the source power for home appliance industry. China is in a period of rapid urbanization. Data show that the national urbanization rate (the proportion of urban population in the total population) has increased from 57.35% in 2016 to 63.89% in 2020. The rapid development of furniture market, especially the whole household appliance market, is closely related to the urbanization process in China. The acceleration of urbanization process in China will provide a broad market space for the development of smart household appliance industry.

Economic factor

Affected by the complex and changeable international environment and other factors, China's economic situation is not optimistic, according to the National Bureau of Statistics, China's GDP have exceeded 100 trillion yuan in 2020. The outbreak of the new crown epidemic in 2020 has had an impact on the Chinese economy, with the average income of residents falling, consumption decreasing, and overall consumer demand shrinking. However, with the effective control of the epidemic in China, the industry has resumed work and production in an orderly manner, and consumer demand has been released. According to Zhongyikang data, the annual retail sales of white goods and kitchen appliances in China reached 448.7 billion yuan, down 11.9% from the same period, of which the retail sales of refrigerators, washing machines, air conditioners, kitchen appliances and other categories increased by 3.3%, 6.5%, 22% and 5.4% respectively. However, in the second half of the

year, the retail scale reached 232.9 billion yuan, a negative year-on-year growth of 2.4%, and the decline was significantly narrower than that in the first half of the year. Catalyzed by the post-epidemic era, the home appliance market continues to upgrade to healthy and intelligent, and presents bright spots in subdivided categories and channels.

In terms of channels, offline shopping malls have been far more affected than online channels, and online sales have become the main channels. According to the market monitoring data of Aowei Cloud Network, in the case of the overall economy is not optimistic, the online sales of small household appliances such as air conditioners, refrigerators, and washing machines have greatly improved compared with the past. Due to the prolonged time at home and the increase in the frequency of online shopping, the Internet as an online marketing channel has a huge impact on user consumption behavior and intentions. Relying on platform resources and technical advantages, live e-commerce has improved communication efficiency and accelerated traffic monetization by virtue of its mobile, social and scenario-based characteristics, becoming one of the important e-commerce marketing models at present. In the future, with the rise of core user circles such as KOLs and KOCs, as well as the popularity of 5G networks and the maturity of VR technology, online content platforms will be more abundant, and e-commerce live broadcasting is expected to bring consumers more direct interaction.

Social factor

While the "black swan" event of the epidemic has had an impact on various economic sectors, it has also reshaped the consumption concept of residents. Due to the prolonged stay-

at-home quarantine, The frequency and dependence of household appliances by residents has increased , such as large-capacity refrigerators have been favored during the epidemic mainly because residents prefer to hoard food, and the same is true for the consumption trend of washing machines and water heaters. Users have higher requirements for quality life, promote product function upgrades, and health and environmental protection quality home appliances have become the focus of the home appliance industry. In this context, the sales of electrical appliances such as advanced air conditioners that combine comfortable fresh air and self-cleaning functions, washing machines that provide free sterilization in high-temperature environments, refrigerators that keep videos fresh and control bacteria are clearly increasing in this context. According to the retail monitoring data of Zhongyikang, the survey of the main selling points of the online home appliance market from January to November 2020 shows that the sales of health functional categories are high in washing machines, rice cookers, humidifiers and other products

With the maturity of emerging consumer groups and the deepening of the concept of healthy and quality life, Small appliances are less expensive than major appliances, occupy a small footprint, and are easy to move. Especially during the epidemic period, small household appliances achieved contrarian growth by virtue of the online sales model that is more suitable for live e-commerce. For example, according to the data of Aowei. com, in 2020, the online sales growth rates of wall-breaking machines, The market share of cooking equipment such as micro-steaming and baking machines has also increased significantly. When the development of the traditional home appliance industry is hindered, small home appliances

that are more in line with the needs of users can not only explore a larger market, but also bring new opportunities to the home appliance market.

Technical factor

A single electrical function can no longer meet the needs of consumers, and smart homes have been fully developed. Driven by high-tech technologies such as the Internet of Things, big data, and cloud computing, smart homes bring more convenience and fresh home experience to consumers' lives with contactless interaction and multi-product system linkage. For example, advanced sweeping robots can use functions such as AI to identify room layouts in addition to sweeping floors. The intelligence of the product has triggered a boom in the whole house smart home, from a smart product to a complete set of smart products, from a single product intelligence to the scene ecology, many giants have entered the game. At the same time, more companies have invested resources in research and development technology, the cost of manufacturing and research and development of hardware has been reduced, and the scene ecological supply chain of smart homes has gradually taken shape. As users' dependence on smart products such as mobile phones increases, the acceptance of complete sets of smart products has risen sharply.

With the popularization and application of the Internet, the development of the Internet of Things and mobile terminals, the number of Internet users in China is growing at an increasing speed, the degree of consumer digitalization is constantly improving, and some categories of consumer goods have reached an online penetration rate of more than 50%. This year, the size of China's Internet users has exceeded 1 billion, and the Internet penetration

rate has exceeded 71%. The number of mobile Internet users exceeds 1 billion users, providing a foundation for the development of smart home appliances.

SWOT analysis

Superiority

At present, Haier has carried out a strong strategic layout in China and overseas markets, and has formed a strong competitive advantage with the company's existing resources. At present, Haier continues to use its advanced integration and collaboration capabilities, digital-driven change methods, strong technical strength and innovation awareness to further consolidate its market share and leadership advantages. As the foundation for sustainable development, the RENDAN-1 model also provides management guidelines for companies and enables companies to replicate successful experiences.

Haier has a leading market position.

In China's home appliance industry, Haier's products are rich in categories and have occupied a stable market position for a long time. According to the Zhongyikang report, in 2020, Haier ranked among the best in various home appliance categories with strong product and service quality. The accumulation of technology over the years has made Haier have obvious technical advantages in various categories and many loyal users, and the company has a strong product scale and rich adaptability.

At the same time, Haier has a solid position in the high-end market of home appliances. Haier's high-end brand casarte combines Haier's global technical strength, manufacturing technology and other advantages, as well as brand marketing and differentiated services,

winning the trust of high-end market users in China. The data shows that in China's high-end air conditioning market, Haier's Kashati occupies an absolute market and has a very considerable share. With the implementation of the globalization strategy, Haier will go deep into the sales channel network in the local market, learn from the experience of other markets, and make full use of the coordination and operation capabilities of the supply chain, which will enable Haier to continuously increase its market share in major markets around the world. Haier has a very strong global collaboration platform and rich experience in comprehensive functions such as research and development, supply chain, supply chain and publicity. Rapid collaboration and response between global businesses injects a powerful impetus into the company's future growth.

Continuously upgrade smart home solutions

With the improvement of people's quality of life requirements and the rapid development of computer technologies such as big data and cloud computing, the home appliance industry has shown a development trend of interconnection, systematization and scenario-based. With years of leading user insight capabilities and comprehensive home appliance category coverage, Haier has taken the lead in proposing smart home solutions for personalized life scenarios such as living rooms, kitchens, bedrooms, bathrooms, balconies and so on. Haier has developed a user product app that users can order and deliver directly on the app to meet the special needs of the home environment. In addition, Haier is also continuing to review the user experience, improve product functions, and achieve further product iteration.

The company combines offline stores and online resources, and uses the powerful potential of the Internet to develop the Haier Zhijia app and the Haier Zhijia experience cloud platform to help users solve problems in different home scenarios and improve the quality of living. Over the years of industry exploration, Haier has formed three major business layouts, namely China's smart home business, overseas family business and other businesses.

In the 2020 "Global Smart Home Invention Patent Ranking", Haier Zhijia ranked first with 2034, ranking first in the world for four consecutive times; In the 21st China Patent Gold Award, Haier won another 2 gold medals, ranking first in the industry; Accumulated 9 national patent gold awards, accounting for half of the industry. As the leader of international standards in the field of household appliances, Haier Zhijia is accelerating the drive of Chinese standards to "go global". Haier is the international standard leader in China's home appliance industry, and more than 80% of the standards are created by Haier, helping the construction of the smart home standard system go further

Haier has established a portfolio of its own brands and formed a strong brand image. Haier has formed seven major brand clusters through independent development and mergers and acquisitions. In order to meet the multi-level different needs of global users, the company has always focused on user experience and laid out a multi-brand differentiation strategy, attracting a large number of loyal users.

Leading global strategic vision and local operation ability

Haier insists on developing overseas markets by relying on its own brands and mergers and acquisitions. This strategy helps the company to establish a trinity model of multi-brand,

cross-product and cross-regional R&D, manufacturing and marketing with self-construction, interconnection and collaborative operation. Globalization layout supports independent management mechanism, which enables the company to realize quick insight and response to local consumer demand, and establishes an enterprise shape recognized by local society. So far, Haier has more than 14 global R&D centers, more than 120 manufacturing centers in various markets and more than 1.3 million sales outlets.

In terms of resource integration, Haier has shown excellent ability of M&A integration. In 2015, Haier acquired Japan and Southeast Asia white home appliance industry of Japan Sanyo Electric Company. Between 2016 and 2019, Haier acquired a number of international companies, New Zealand's Fisher & Paykel, Italy's Candy and GE Appliances. After the acquisition was completed, Haier helped the company upgrade its model., which stimulated the vitality of the acquired enterprises and employees and made them create greater value. In addition, Haier uses the international supply chain network to highly empower the merged enterprises in strategic guidance, R&D technology and raw material procurement, and further enhance Haier's competitiveness. In terms of corporate culture, Haier has a strong sense of tolerance, supports independent management of enterprises, and is conducive to promoting the integration effect. In terms of capabilities,

The company has a global collaborative R & D system, the establishment of a global technology research and development mechanism, HAier shared common modules and reuse technologies and shared patents within the scope of compliance, and used its own advantages to help enterprises develop.

Disadvantage

Haier's Internet experience is insufficient.

The household appliances industry belongs to the traditional manufacturing industry, and Haier Group is from the household appliances manufacturing industry, and its R&D and manufacturing technology is still in the forefront compared with the old household appliances manufacturers like Midea Electric Appliances and Gree Electric in the same industry.

At the same time, with the rise of the Internet era, emerging Internet companies such as Xiaomi and LeTV have sprung up everywhere. With the characteristics of product innovation, advanced technology and uniqueness, they have gradually developed and developed in the home product intelligence industry and have a number of loyal users.

Traditional home appliance manufacturing companies are looking for the road of Internet transformation, but because of its management organization structure and industry attributes, the transformation is difficult. The sales networks of traditional home appliance companies are mostly distributed in traditional large-scale shopping malls, while Internet smart home companies mostly set their stores in emerging shopping malls, gaining the attention and favor of young people. Among the products in intelligent furniture, Haier has increased its investment in research and development of smart home products, but the computer design capability of hardware and software is still weaker than that of Internet companies. The response speed in the field of new products is far less than that of emerging Internet companies. In the cross-industry competition with Internet companies, Haier's Internet strategy needs to be further deepened. In China's home appliance market, besides

Internet companies, Haier's overseas competitors such as Siemens, LG, etc. have intensified their publicity efforts in China, and their brand awareness has increased, and Haier's market has also been a little threatened.

Low efficiency of personnel management

Haier Group has now laid out the brand diversification strategy and further laid out the international market after achieving results. Haier Group made necessary adjustments to the personnel management structure, made some innovations in human resource planning and achieved some achievements. However, Haier's internal human resources are consumed by a large number of complex administrative offices, which do not match the needs of the company's strategic level, and the planning of human resources needed for the strategic transformation and development of enterprises leads to the increase of costs in the development process.

There are too many members in a single micro team. Because of the matrix management of production lines and channels in Haier, there are often many managers of different production lines and channels in a single. Secondly, some middle-level and back-level positions are limited to the large gap between the number of employees in the department and the number of small and micro-employees. The same employee may belong to several different small and micro-employees, resulting in great uncertainty in the work arrangement. At the same time, there are many members in a single small and micro-employees, which is easy to cause cross-coverage, and the division of responsibilities becomes more difficult, thus dragging down the operation efficiency. Haier split up thousands of small and micro teams

for parallel competition management, and used market-oriented mechanism to link small and micro performance with the salary of small and micro members, that is, one person and one person, which inevitably aggravated the friction between different small and micro teams. At the same time, the competition for resources and potential markets with common needs was fierce, and the increased internal friction brought about the loss of cost and efficiency. Due to the small and micro teams scattered by each department, the management communication cost of the company has further increased on the basis of the already huge staff size, and the cost of inter-departmental docking, communication and cooperation is much higher than that of departmental docking alone.

Opportunity

Healthy and personalized consumption trend

With the release of consumers' deeper needs, the concept of health is the most concerned by consumers and the most intensive type of product in the promotion of manufacturers. In the current home appliance market, the sterilization capacity of the refrigerator's crisp-keeping box and the function of classification and preservation; Classification washing capacity and high temperature sterilization efficiency of washing machine; Products that are highly related to health, such as self-cleaning of air conditioners, will be favored by more consumers.

When people buy home appliances, compared with the past, pay more attention to the personalization and function of products, the single function of traditional home appliances will gradually be eliminated, and personalized and customizable products will gradually rise,

making home appliances a symbol of consumer personality, rather than only as furniture. The rapid development of Internet technology has made it possible for home appliances to have more Internet functions, and technology heralds the advent of the smart home era in advance

Market demand is constantly expanding.

People's demands on the quality of life have become higher and the development of intelligent household appliances, the market of intelligent household appliances will continue to accelerate in the future, and the market demand will continue to expand. Especially, with the development of rural market and the influence of home appliances going to the countryside, the scale of rural smart home appliances market is also expanding. There is still room for expansion in the rural smart home appliance market in the next few years.

The industry pattern is further optimized.

The income and consumption level of Chinese residents are rising year by year, and consumers' brand awareness and copyright awareness are getting stronger and stronger, especially for the quality and added value of products. The structure of smart home appliances has not yet been finalized, the future market structure will be different from the present, the market share of low-end products will decline, the proportion of high-end products will slowly rise, the brand concentration of the market will also be improved, and the product and supply chain advantages of leading enterprises will gradually appear.

Risk

Risk of price war caused by intensified industry competition

White electricity industry due to the low barriers to entry, product homogenization degree is high, with the strengthening of automated manufacturing technology in recent years, the industry has shown more and more of an upward trend, for a specific category, because the market structure has not yet stabilized, may be because of the imbalance between supply and demand led to the increase in the company's inventory, resulting in price war risks. In addition, there is a shortage of talents in the industry, the product life cycle is short, and the profits of enterprises are gradually compressed and profits are reduced. In the future, if it wants to occupy a place in the new market, Haier is bound to invest more in research and development, win users through new products, services and technologies, and build a brand image.

Risk of raw material price fluctuation

Metal raw materials are the main raw materials of the home appliance industry, and Haier's main products and core components need to rely on a large number of metals and plastics, foam materials and other materials. If the price of raw materials continues to rise, Haier's production costs will rise sharply, causing operational pressure. At the same time, the manufacture of home appliances relies heavily on manufacturing equipment and OEM suppliers, and any supply interruption or material price increase at any point in the supply chain will adversely affect the delivery of products.

Operational risk of overseas business

Haier's business international layout is gradually on the right track, and many international countries around the world have successfully established production bases, R&D centers and publicity centers. The proportion of overseas operating income in Haier Group has increased year by year. However, there are many influencing factors in the international market and the international political landscape, and the local political system, economic conditions and legal system will all affect the local operation. Haier should actively take some measures to prevent the occurrence of incidents in a timely manner and make a good strategy for coping.

Epidemic risk

At the end of 2019, the COVID-19 epidemic gradually spread, and the impact of consumer demand may further weaken the consumer demand for household appliances, thus affecting the company's product sales. The main impact of the epidemic is offline, the government has blocked areas caused by the closure of retail sales outlets, people stay at home for a long time, and consumers' offline consumption behavior will be greatly reduced. At the same time, due to government policies, the normal product delivery process may be extended or even interrupted, resulting in customer dissatisfaction and reducing the trust of the brand.

Strategic Analysis

Cost leadership strategy

Under the market economy environment, Haier's good development depends on investing a lot of resources in the early stage to reduce manufacturing costs. Cost plays a key role in the operation of manufacturing companies. China, as a big manufacturing country, is faced with many unfavorable factors, such as decreasing labor force, increasing labor cost, unbalanced resource allocation and distribution, etc. If we don't pay attention to the cost problem, it will affect the business situation of enterprises. Haier, as a leader in home appliance manufacturing industry, has played an enlightening role in the development of home appliance industry all over the world.

Cost management of washing machine business line

Haier's washing machine industry has made a breakthrough in productivity and efficiency, because Haier has vigorously promoted the super factory project, and through docking with suppliers, centralized models, modules and producing areas, improved model efficiency and greatly reduced costs.

In addition, the washing machine industry promotes the improvement of operational efficiency with the help of channel digitalization, optimizes the management structure and operation strategy, and automates the manufacturing process to reduce labor costs and make the supply chain more intelligent. Through big data and cloud computing, Haier's judgment of users' needs is more accurate and its decision-making is more effective.

Cost management of refrigerator business line

Haier's refrigerator industry relies on the advantages of global supply chain, and its export business has increased substantially. According to the change of demand, overseas regions timely adjusted channel strategies, cooperation modes and expanded cooperation channels to achieve rapid growth in all regions. The annual growth rate of refrigerator export business was close to 60%. The company continuously promotes the global and efficient production and marketing cooperation system. In purchasing, deepen the cooperation with local strategic partners, optimize and improve the supply chain system, and realize the efficient response to local demand; In manufacturing, intelligent scheduling and flexible manufacturing are implemented to continuously improve manufacturing efficiency and maximize capacity utilization.

Haier uses a sound production and manufacturing system to achieve large-scale production, do a good job in lean manufacturing and product quality inspection, effectively reduce procurement and manufacturing costs, and maximize production capacity.

Differentiation strategy

Haier exerts its "scene ecology" and leads the scene service.

Under the guidance of "one person in one" mode, Haier took the lead in building "Smart Home Cloud" based on ecological ability, forming the differentiation leading advantage of "scene ecology", turning the smart life that users really need from imagination into reality, and customizing smart home life according to their own preferences, which has been

important in promoting the commercialization of the world smart home products. The ultimate goal of smart home is to customize a better life for users. At the level of user experience, different from the mainstream way of using smart speakers and mobile phones as the hub at present, Haier Zhijia launched the industry's leading UhomeOS3.0 operating system through "Smart Home Brain" as the core technology engine of smart homes, announcing Haier Zhijia's absolute leadership in the field of smart home AIoT technology. Different from the collaborative intelligence which focuses on interconnection and passive control in the industry, UhomeOS3.0 has realized the intelligent experience of "decision intelligence" with the support of the intellectual brain. It can make all network devices in the whole house feel the state of equipment, internal and external condition and people's needs independently, take users' needs as the key, think actively, provide caring services for users, and make the home realize the evolution from "intelligence" to "wisdom".

Haier Zhijia, which has fully developed the "smart home", relies on advanced technology, under the support of data and scenarios, and continuously polishes the system according to the user interaction experience, ushering in rapid iterative development. Today, "Zhijia Brain" has served 183 million families, 240 million monthly scene interactions, and 2.6 billion scene interactions. The number of monthly active users of Zhijia APP reached 15.6 million, the number of online network devices was 27.15 million, and the number of monthly active users of Zhijia network devices was 13.57 million.

Suggestion

People's demand for electrical appliances is long-term and stable, with the effective control of the new crown epidemic, the economy of most countries is slowly recovering, the scope of vaccination is gradually expanding, and the negative impact of the epidemic will be further reduced.

In the face of the severe challenges of China's white goods and kitchen appliances industry, Haier should constantly collect user demands and introduce smart complete sets of products to lead innovation; Make full use of the information tools of unified warehouse allocation and easy tally to optimize inventory, improve channel efficiency and enhance user experience; Actively expand the product lineup and market share of high-end brand casarte, and enrich product categories; Continue to deepen the digital transformation and promote the company's transformation.

Take the high-end product route, concentrate on the construction of R&D, manufacturing, marketing, and improve the mechanism to quickly respond to various emergencies. Relying on the high-quality global procurement and marketing supply chain, we will give full play to the advantages of the international strategic layout, actively face the changes in the market, and promote the further development of the enterprise.

Conclusion

Haier's successful transformation from traditional enterprises to ecological enterprises from the guidance of home appliance brands to the guidance of scene ecology can not be separated from its far-sighted strategic vision, and Haier always takes providing the best experience for users in the whole process as the core point of innovation. At present, Haier

Zhijia is satisfying users' better life experience with stronger manufacturing capacity and more flexible digital system, and effectively promoting the overall improvement of the quality level of the whole industry. In the future, through continuous changes, Haier is rapidly achieving an unattainable quality height and becoming a super beacon of quality management in the world's home appliance industry.

References

- [1]. Xin He.(2018).‘Summary of The Study of Strategic Management Theory’,*Small and medium-sized enterprises management and technology*,pp.20-21
- [2]. Michael Porter.(2007), *competitive strategy* ,Beijing: Huaxia Press
- [3].*The 14th Five-Year Plan for National Economic and Social Development of the People's Republic of China and the Outline of Vision Goals for 2035*,Available at: http://www.gov.cn/xinwen/2021-03/14/content_5592884.htm.(Accessed: 4 December, 2021).
- [4]. China Business Industry Research Institute (2021),In-depth analysis of china's home appliance market and key enterprises in 2021, Available at: <https://www.163.com/dy/article/GQ06SU8805198SOQ.html>(Accessed:4 December 2021)
- [5]. Huatron Securities(2021), Haier in-depth analysis: cost-cutting efficiency, high-end expansion, export optimization, Available at: <https://baijiahao.baidu.com/s?id=1682325552388861707&wfr=spider&for=pc>. (Accessed: 4 December, 2021).
- [6]. Statistical Bulletin of the People's Republic of China on National Economic and Social Development 2020, Available at: http://www.stats.gov.cn/tjsj/zxfb/202102/t20210227_1814154.html(Accessed: 4 December, 2021).

[7]. 7th National Census, Available at: http://www.stats.gov.cn/tjsj/tjgb/rkpcgb/qgrkpcgb/202106/t20210628_1818827.html(Accessed: 4 December, 2021).

[8]. Ma Xiaomiao, Peng Jianfeng, Feng Liping (2021). 'Self-organized emergence mechanism of Haier's "one person in one" management model'. *Management Modernization*, 2021,41(4).pp.106-111.

[9]. Lu Yanqiu, Song Chang, Wang Xiangyang (2021). 'Dynamic capability evolution of interaction between strategic orientation and organizational structure-based on the case study of Haier Group'. *Management Review*, 2021,33(9),pp.340-352.

[10]. Duan Keyi (2020). 'Enlightenment of Haier's transnational business strategy'. *modern business trade industry*, 41(12),pp.8-10.

[11]. Huachuang Securities (2021).2022 annual strategy report of home appliance industry: the end of the year and the end of the winter are cold and the spring mud. Available at: <https://caifuhao.eastmoney.com/news/202111306393272318480>. (Accepted: 4 December, 2021)

[12]. Sun Qian (2021).2022 strategy of home appliance industry: seeking the direction of performance growth. Available at: https://data.eastmoney.com/report/zw_industry.jshtml? encodeUrl=7rAK8bLoVA2q1k66D4ostEBrTVsEJ+mMXzieQ0TsDNo=. (Accessed: 4 December, 2021).

[13]. Qian Jian (2016).Qingdao Haier's overseas integration shows initial results. Available at: https://pdf.dfcfw.com/pdf/H3_AP201611020049200149_1.pdf? 1478107382000.pdf(Accessed: 4 December, 2021).

[14]. Ju Xinghai, Ma Wang Jie, Yang Fanyi (2021).The rise of domestic high-end small household appliances. Available at: https://pdf.dfcfw.com/pdf/H3_AP202102261465701875_1.pdf? 1614325498000.pdf. (Accessed: 4 December, 2021).

[5]. China Business Network (2020).Haier Zhijia: Start from a new starting point and meet the next future. Available at: <https://finance.eastmoney.com/a/202010301683212017.html>(Accessed: 4 December, 2021).

[16]. Jinxing, Gan Jun (2018).Look at Qingdao Haier from two dimensions: product+channel bonus service at present, efficient retail+global synergy wins thousands of miles. Available at: https://pdf.dfcfw.com/pdf/H3_AP201806011151661930_1.pdf? 1527875864000.pdf. (Accessed: 4 December, 2021).

[17]. Zhang Licong (2020) Look at Haier from five perspectives. Why is there room for market value? Available at: https://data.eastmoney.com/report/zw_stock.jshtml?infocode=AP202011161429570396. (Accessed: 4 December, 2021).

[18]. Shi Yunlai (2019).Haier released 7 brands of global smart home suite and 3 differences to help create core ecological brands. Available at: <https://finance.eastmoney.com/a/201903131068442828.html>. (accepted: 4 December, 2021).

[19]. Wu Dongju (2021).Haier Zhijia 2020 Annual Report Review Report: Global Operation Entering Harvest Period. Available at: https://pdf.dfcfw.com/pdf/H3_AP202101291455590025_1.pdf?1611914692000.pdf. (Accessed: 4 December, 2021).

[20]. Mary (2021).Haier Zhijia 21H1 Semi-annual Report Comments: The strategic layout is progressing steadily, and the profit improvement continues to be realized. Available at: https://data.eastmoney.com/report/zw_stock.jshtml?infocode=AP202109031513987107. (Accessed: 11 December, 2021).