



Huawei

Change And Stability Management

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Enterprise introduction

Company introduction

Founded in 1987, Huawei is the world's leading provider of ICT (information and communication) infrastructure and intelligent terminals.

At present, Huawei has about 195000 employees, and its business covers more than 170 countries and regions, serving more than 3 billion people around the world.



Enterprise introduction

Huawei's main business is divided into four parts.

Operator business: Communication equipment suppliers and global operators will purchase Huawei's communication equipment to build base stations.

Enterprise business.: Enterprise network equipment and enterprise intelligent solutions, facing the digital transformation of enterprises, build an intelligent platform for enterprises.

Consumer business: For mass consumers, including smart phones, tablets, laptops, smart wear, home routers, etc.

Huawei cloud business: Including cloud computing servers, cloud computers, cloud storage, cloud virtual networks, cloud databases, cloud security centers and cloud solutions.



Organizational reform

Huawei's organizational structure reform process

**Straight-line hierarchical
organizational structure**

1987 ~ 1994

**Matrix organizational
structure**

1994 ~ 2009

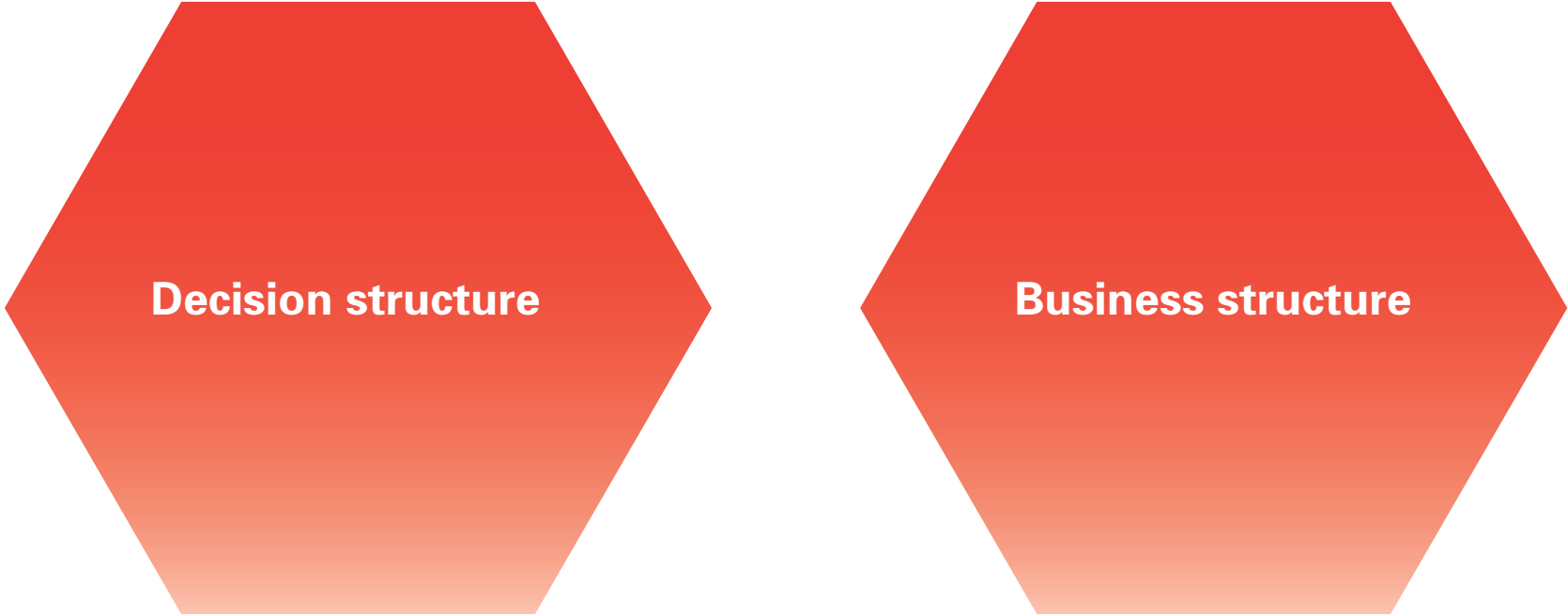
**Business group
organizational structure**

2010 to present



Organizational reform

The core of Huawei's organizational structure

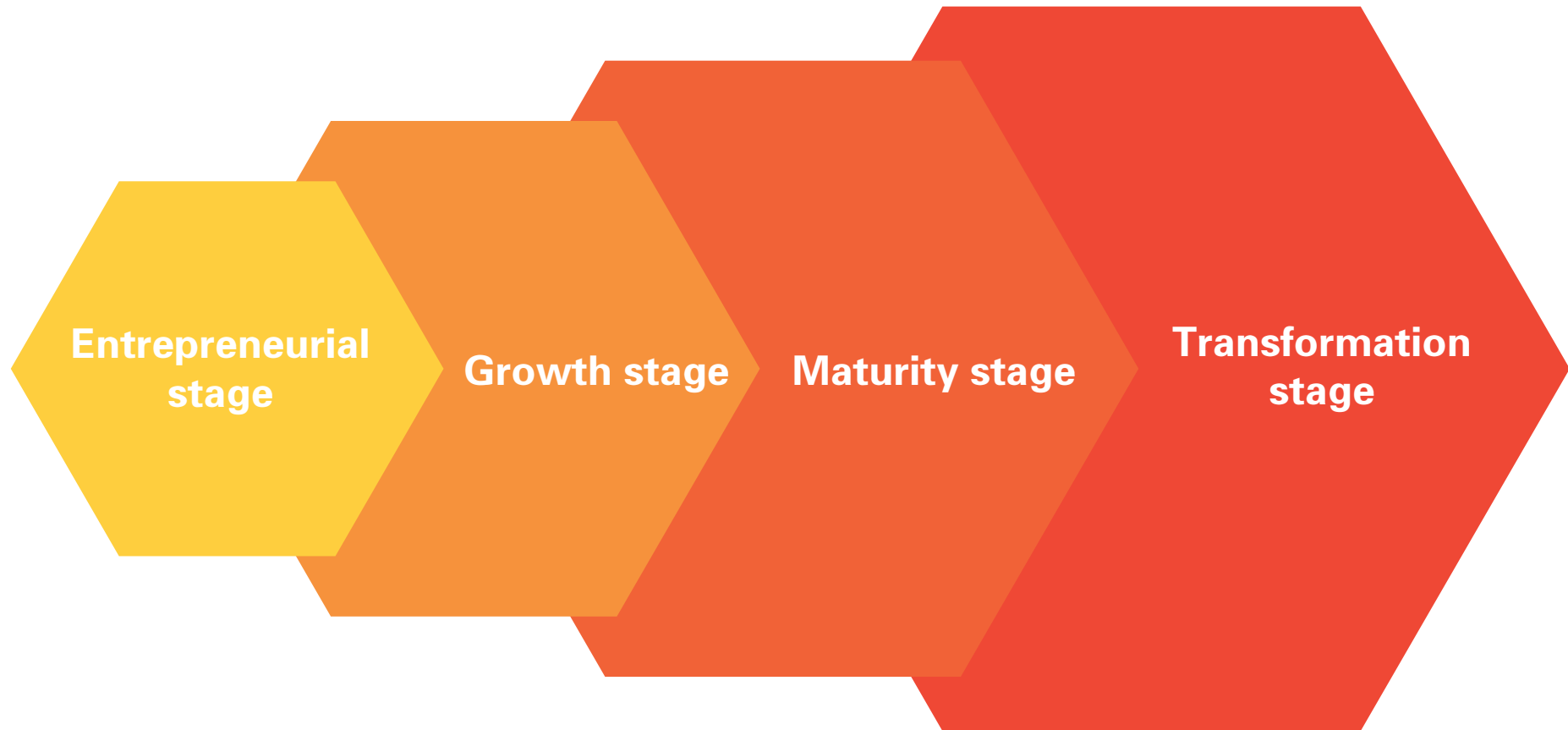


Decision structure

Business structure

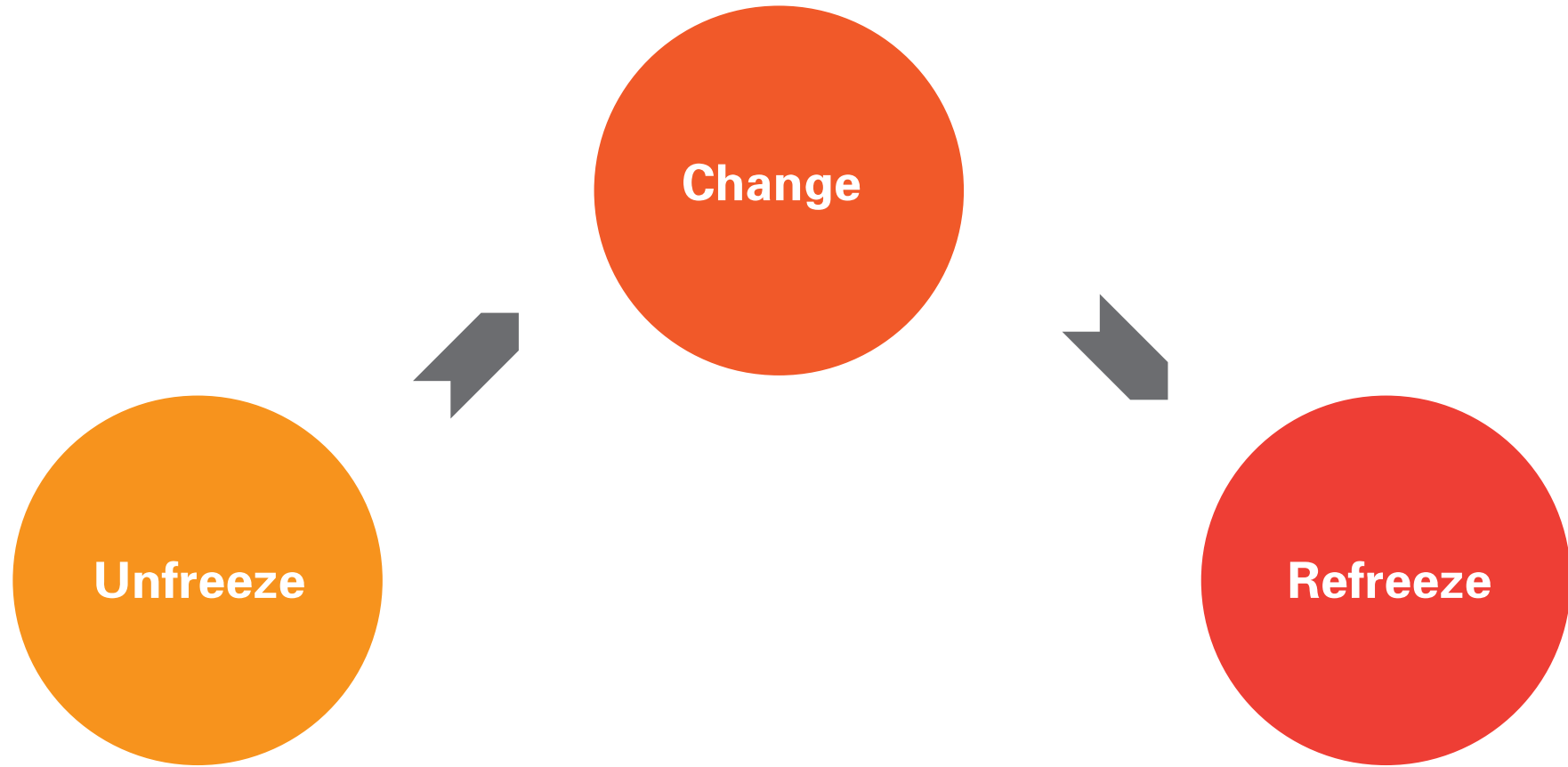
Organizational reform

The law of organizational structure change



Change management model

Lewin change management model



Change management model

Huawei's change management process

Refuse to budge: Huawei's so-called stalemate refers to the comprehensive absorption of the advanced experience of external experts and consultants to ensure subsequent knowledge acquisition. On the other hand, Huawei's reform is first carried out in the pilot department. When the expected effect is achieved, other departments can imitate the reform measures of the department.

Optimize: Enterprises need to gradually optimize their organizational practices according to the actual situation, and re-establish the organizational system by absorbing external knowledge. In this process, organizations need to integrate external expertise and internal experience of enterprises, and constantly improve and filter according to the actual situation.

Immobilization: Huawei develops business templates and change templates. Employees can master the key points of change in a short time according to the templates, and can also complete the change work in the absence of leaders.



Enterprise transformation

Three enterprise transformations

Product strategic transformation from "technology-centered" to "customer-centered"

Global strategic transformation from domestic market to overseas market

Transformation of business model

Every transformation of Huawei is very difficult and has paid a price. But this is also an important reason for Huawei to widen the gap with its competitors. These three difficult transformations have laid a solid foundation for Huawei to become an industry leader.

Although Huawei is now in a difficult stage for the chip problem, its growth experience is worthy of systematic study and reference by China enterprises.



Reference

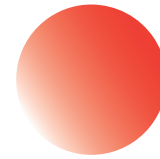
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Thank you

