

Improvement on the Core Competitiveness of Enterprises

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Abstract. As one of the leading electric vehicle manufacturers in China, BYD Company Limited has been recognized for its strong core competitiveness in the industry. This research aims to analyze the core competitiveness of BYD Company Limited and provide insights into the factors contributing to its success. The study is based on a comprehensive review of the literature on core competitiveness, corporate strategy, and the electric vehicle industry in China. The research adopts a case study approach, and the information were collected through analysis of secondary sources. The findings of this research indicate that BYD's core competitiveness is based on several factors, including its strong technological capabilities, diversified product portfolio, and integrated supply chain management. BYD has also established a unique corporate culture that emphasizes innovation, quality, and sustainability. Additionally, the company has successfully leveraged its partnerships with key stakeholders, such as government agencies and strategic partners, to expand its market share and achieve sustainable growth. The study concludes that BYD's success can be attributed to its ability to develop and maintain a sustainable competitive advantage through innovation, employee teams, and management policies. This research provides important insights for other companies in the electric vehicle industry and highlights the importance of developing and leveraging core competencies to achieve sustainable growth and competitiveness.

Keywords: Innovation, employee team, management policies, core competencies.

1. Introduction

The automotive industry is one of the largest and most complex industries around the world. The performance impact of sustainability initiatives in the automotive industry has always been at the center of researchers' attention, the automotive industry is a key industrial sector influencing the sustainability of the global economic system [1]. So how to improve the core competitiveness of enterprises has become an issue of great concern to the whole society. With the improvement of people's material level, the threshold for starting a business is getting lower and lower, and with the encouragement of various small enterprises by the state, various types of enterprises are increasing now. The industry competition is fierce, and many companies are facing major challenges. More and more enterprises are facing the risk of bankruptcy in a short time [2, 3]. Only with strong core competitiveness in the industry can a company survive for a longer time. The core competitiveness of an enterprise can come from various aspects, but which advantages of a company can be transformed into core competitiveness and help the company to take a leading position in the industry, is worth researching. Studying these can provide a reference for companies in difficulty, so that they can find a core competitive point in a short time and save their companies. This paper mainly studies the core competitiveness of a company, especially in the three aspects of technological innovation, staff team and management policy, and objectively takes Build Your Dream (BYD) as a case study.

2. BYD-an Emerging Global Brand

2.1. The Founding Background of the Company

Founded in 1995, BYD is a high-tech private enterprise with three industrial clusters of IT, automobile and new energy. In 2016, BYD ranked 28th among the top 100 brands, ranking second among Chinese auto brands and first among its own brands. After more than 20 years of rapid development, the company has set up more than 30 industrial parks around the world, realizing the

global strategic layout of six continents. BYD's business layout covers electronics, automobiles, new energy and rail transit [4].

2.2. Peer Competitive Position and Advantage

Data show that BYD ranks first in the industry in terms of total market value and circulating market value, and is far ahead, but it ranks second in terms of operating revenue and net profit, which is almost half of the number one of Shang-Automotive Industry Corp (SAIC).

At present, BYD is the only new energy vehicle manufacturer in the world that has fully mastered core technologies such as battery, motor and electric control, and advanced equipment such as blade battery and e Platform 3.0 are at the industry-leading level. According to the data of EV Sales Blog, BYD is the only Chinese company that sells electric vehicles to the high-end markets of the United States, Europe and Japan. After more than 20 years of rapid development, the company has set up more than 30 industrial parks around the world, realizing the global strategic layout of six continents [5].

2.3. BYD's Main Business

Automobile business, including traditional fuel vehicles and new energy vehicles, mobile phone parts and assembly business, as well as rechargeable batteries and new energy business.

3. Improving Innovation Ability

BYD needs to improve its core competitiveness. Scientific and technological innovation is an essential measure, after all, science and technology is the primary productive force. BYD has battery, motor, electric control, GBT chip and other core technologies of the whole industrial chain of electric vehicles. BYD is an industry leader in both electronic components and batteries. The company's growth potential is excellent, but it also faces high research and development costs. It is believed that BYD should pay attention to the operation of scale effect.

3.1. Developing a Single Technology in a Short Time

The existing technology can be updated and transformed, and the newly developed technology should be carried out in a planned way. At present, BYD wants to develop too many technologies, which will lead to dispersed capital flow, a large increase in production costs, and too many product lines will lead to low utility. After all, the development of new technology is a long-term project, a large amount of capital consumption, easy to make the turnover of enterprise funds. At present, BYD does not have high-end series of models, and the profit of a car rarely reaches 200,000 yuan [6, 7]. It is suggested to focus on the research of new fields when the technological innovation interest arises. A car completely uses its self-developed technology, its brand value will be enhanced, and its profit will be increased.

3.2. Reducing Research and Development Cost

Developing technology requires a lot of cash. Reducing research and development costs is the best way to reduce cash outflows. How can the cost of production be reduced? In terms of the procurement of raw materials, the person in charge can be changed instead of always being in charge, so as to reduce the phenomenon of profit from it. For a part needed for a long time, it can sign long-term cooperation with partners and lower the price, so that both stable suppliers and cost reduction can be achieved. Another way to reduce production costs is to carry out industrial cooperation, to be selective in production, low-profit products can be manufactured by external partners, so that there is no need for a large number of front-line employees. Finally, it is suggested that the technology BYD wants to develop can have the characteristics of universal use. For example, BYD is committed to the research and development of electronic equipment and automobiles. In terms of independent innovation, they can develop technologies that are more applicable in various fields [8, 9]. It is possible to integrate

the patterns formed in the development and production process of mobile phone batteries, select more efficient patterns, and completely transplant them into automobile production, but it must be flexibly used, and focused on solving the special problems encountered in the production of automobiles. It is believed that for every company, reducing production costs can save money, thus indirectly affecting technological innovation and providing a large amount of financial support for technological innovation. All these methods can improve the technological innovation ability of the company and make it become one of the core competitiveness of the company.

4. Improving Staff Ability

According to the study that research on the anti-stress ability of private enterprise BYD AUTO CLERK and the improvement of company benefits, the key factor determining the success or failure of an enterprise is that all resources of the enterprise must play a role through "human resources" [10]. To achieve its mission, when private enterprises want to continue to grow, prosper and remain invincible in the fierce international competition, they must work hard to carry out enterprise management and pay attention to the spirit of the employees [10]. If a company wants to take a leading position in the same industry, the ability of employees becomes the soft power of the company. This paper suggests that to improve the core competitiveness of the company, it is necessary to improve the whole staff team. BYD has 240,000 employees, currently, there are more than 3,000 engineers specializing in the research and development of electric vehicles, and more than 1,000 engineers engaged in battery research and development and electric control research and development. BYD gives employees material rewards such as progress awards, best employee awards, service seniority awards, work rewards such as promotion, post rotation, etc., logistics support, BYD company school, technical school training, etc., all these measures will stimulate the passion of employees [4].

4.1. System Optimization

At present, the front-line employees of BYD are generally old and inefficient, so it is suggested to adopt the last position optimization system to make employees feel pressure and create value for the company. For the last position employees, training or post adjustment should be carried out, and assessment procedures should be set again for the employees after training or post adjustment, and those who pass the assessment should stay on. For those who still fail to pass the assessment, the company will have the right to terminate the labor contract. In this way, high-quality employees can be retained for the company through reasonable and legal methods.

4.2. Team Building

It is believed that the team building of the department is essential. It is necessary to combine work and rest properly. BYD has a large number of employees, so how do you keep them together in the interests of the company? Moreover, it is necessary to pay attention to the distribution of personal benefits. How can one get benefits without slacking off? The most effective way is to distribute a small amount of stock to employees, so that employees will have a relationship with the company invisibly. Only by working hard, can they create more value for the company, then the development of the company will be better. If the company develops well, the stock dividends and the value held by itself will be higher. But keep in mind that this stock can only be used as welfare and cannot be paid in lieu of wages, otherwise it will cause employees to slack off, because everyone is most concerned about their disposable income.

5. Management Policy

As the core of a company, the management team is very special. The policies they make are related to the development plan of a company [11]. Therefore, the personnel of the management team is very important. Most of the management of BYD have master's degrees or above and have rich working

experience. Some of them have studied abroad. To some extent, they are familiar with advanced development technologies at home and abroad and can learn from different technologies. However, the most talented management team can still go downhill slowly, management staff should be replaced appropriately, some original staff should be retained, and the rest should be promoted from excellent staff. On the one hand, this will help motivate employees to create greater value for the company. On the other hand, it will help the company to innovate strategically and absorb young management staff, so that it can keep up with the trend of the times and better adapt to the development directions. BYD's development strategy is based on new energy and technology, controlling upstream enterprises, constantly improving product quality requirements, and doing everything possible to save costs".

5.1. Listening to Employees

According to the current data, BYD didn't fully listen to its employees. Generally speaking, there are two ways to listen to employees. First, hold regular seminars to fully listen to the needs of lower-level employees, especially the opinions of front-line employees, because no one knows the actual situation of production better than them. They clearly know the needs of their employees and the various problems they encounter. On the other hand, promoting competent employees from the bottom is definitely better than parachuting a leader, which will make employees more convincing and help the company to understand the real situation of employees. Without building corporate culture and talking about economic development, it is impossible to get the best results and talk about future activities [10]. It is suggested to infiltrate the enterprise spirit into all work links, gather the strength of the staff team, make the staff consciously contribute their wisdom and talent to the prosperity of the enterprise, and create a harvest of all work of the enterprise with pioneering "creativity", "hard work" and "strength", and first-class "drilling strength". BYD's automobile industry cluster has two quality improvement projects, namely "741" and "OPN". Each project has clear goals and objectives. The main goal is to track the causes of problems, such as finding out the causes of the manufacturing process and improving various problems that can clearly find out the causes. It can be improved through specific processes. Now BYD has carried out a series of improvement work, such as improving the cost control plan, reducing the management loopholes in the production process, improving the training system of employees, improving the quality awareness and operation skills of employees, standardizing the operation instructions, and standardizing the operation process [12]. Management should also pay attention to the development of employee-related policies.

5.2. Talent Training Plan

The development of BYD is very fast and the number of employees is also soaring, but there is a situation of low academic qualifications. It is suggested to raise the corresponding educational requirements during recruitment. On the other hand, the company can carry out the talent training plan after entry, and train them to learn different technology-oriented techniques. Many businesses are reluctant to train talent due to the phenomenon of talent job hopping because they worry that the people they invest time and money in training won't be able to generate profits for their business. This is indeed a very serious problem, and the management must work out a strategy suitable for the company. This paper suggests that BYD can cooperate with schools and enterprises to train its talents in specific universities. During the university period, these students can learn specific knowledge. In this way, these students can directly work in the company after graduation, which can also reduce the cost of employment. These cultures should be rooted in the hearts of every student, which can basically guarantee the loyalty of employees. Moreover, senior engineers of the company should go to the school regularly every week to teach and study together with employees of the company for a long time. Such an environment will cultivate talents with practical ability and high loyalty, which will make it difficult for other companies to pry them away after they finish their studies in the future.

If the management can pay attention to these problems, then the management will certainly become one of the core competitiveness of the company.

6. Conclusion

The study on the core competitiveness of BYD Company Limited indicates that the company has been successful in maintaining its competitive edge in the electric vehicle industry in China. Based on the research findings, several conclusions can be drawn. Firstly, BYD's core competitiveness is based on its technological capabilities, diversified product portfolio, and integrated supply chain management. These factors have enabled the company to achieve a leading position in the electric vehicle market and maintain its competitiveness over time. Secondly, BYD has established a unique corporate culture that emphasizes innovation, quality, and sustainability, which has played a key role in its success.

The findings of this research have important implications for other companies in the electric vehicle industry and beyond. By understanding the factors contributing to BYD's success, other companies can identify their own core competencies and develop strategies to enhance their competitiveness. Additionally, the study highlights the importance of innovation, employee teams, and management policies as key drivers of long-term success. Furthermore, the research demonstrates the importance of effective supply intra-company management and partnerships in achieving sustainable growth.

Despite the success of BYD Company Limited, there are several areas for future research. Firstly, the study focused primarily on BYD's core competencies within the Chinese market. Future research could examine the company's international expansion strategies and the challenges it faces in different markets. Secondly, the study did not address the potential impact of technological disruption on BYD's competitive position. As new technologies emerge in the electric vehicle industry, it will be important to understand how BYD can continue to innovate and adapt. Finally, BYD company should attach importance to the formulation of employees and policies and turn the employee team into one of its core competitiveness.

In conclusion, the study on the core competitiveness of BYD Company Limited provides valuable insights into the factors contributing to the company's success in the electric vehicle industry in China. By identifying its core competencies and leveraging partnerships with key stakeholders, BYD has achieved sustainable growth and maintained its competitive edge over time. The research has important implications for other companies in the electric vehicle industry and highlights the importance of innovation, employee teams and management policies in achieving long-term success.

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