

Analysis of Strategic Transformation of Yutong Bus Company

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Abstract: From being a leader in the production of traditional internal combustion engine commercial vehicles to a company that produces new energy vehicles, Yutong Bus has experienced a significant transition. This shift is the result of both a receptive market to market demand and a thorough awareness of global environmental trends. The strategic change of Yutong Automobile is centered on electrification and intelligent drive. From a theoretical perspective, life cycle theory, sustainable development theory, and technological innovation are used to analyze the transition of the Yutong Bus. In order to keep up with market trends, the corporation introduces electrification and intelligent technology. Yutong Bus recognizes sustainable development over the course of a product's life cycle and adheres to life cycle theory. Green manufacturing and supply chains are clear examples of the theory of sustainable development in action, and a model that takes society and the environment into account has been constructed.

Keywords: Strategic Transformation; Electrification; Intelligent Technology.

1. Introduction

1.1. Introduction of Yutong Bus Company

Yutong Bus Company Limited, headquartered in Zhengzhou City, China, is one of the leading enterprises in China's bus industry and was listed on the Shanghai Stock Exchange in 1997. With the development slogan of "Intelligent Drive, Transformation and Soaring", Yutong Bus Company has been leading the industry trend in its long-term development and is committed to promoting intelligent and sustainable development. In addition, Yutong Bus Company is able to make full use of the convenience of Zhengzhou as an important center of transportation and manufacturing, which provides strong support for its globalization. As a transportation hub in China, Zhengzhou provides Yutong Bus Company with convenient logistics and transportation advantages. In terms of its principal business, Yutong Bus Company is principally engaged in the research and development, manufacture and sale of bus products covering a wide range of market segments including, but not limited to, highway passenger transportation, tourist passenger transportation, bus passenger transportation, group commuting, school buses, scenic area buses, airport ferry buses, self-driving microcirculation buses, and bus special purpose buses. The company's product lines are diverse, aiming to meet the needs of different industries and markets. In terms of technological innovation, Yutong Bus Company has been focusing on technological innovation and development. The Company has been actively exploring in the fields of intelligence and electrification, striving to introduce advanced technology to enhance the intelligence level of its products, while promoting the development and production of electric buses to make positive contributions to clean energy travel. As a key player in China's bus industry, Yutong Bus Company Limited continues to provide innovative solutions for the passenger transportation industry through its ongoing efforts in product diversification, global market expansion and sustainable development. As one of the largest commercial vehicle manufacturers in China, Yutong

Bus Company, Inc. has demonstrated a strong commitment to transformation over the past few years, gradually shaping a smarter and more sustainable future through innovative technologies and strategic adjustments (Zhang, 2023).

1.2. Background of Yutong Bus Company's Transformation

Yutong Bus Company is based on an intelligent-driven future, bravely meeting the challenges of the industry and implementing comprehensive transformation. Yutong Bus Company is embracing the new era of intelligent and sustainable development, and responding to fierce competition through a deep understanding of market trends and active transformation. Deeply cognizant of the fact that technological advancement will lead the automotive industry, the Company has made a systematic layout of intelligent drives, including the introduction of intelligent control systems, driver assistance technologies and autonomous driving technologies to create a safer and more convenient travel experience. In addition, Yutong Bus Company has invested heavily in the field of electrification and smelled the importance of clean energy for future transportation at an early stage, which has earned the company a first-mover advantage in the new energy field. Globalization layout is an effective way for the company to expand its international market. By gaining a deeper understanding of the global market, Yutong Bus Company has improved its strength in international competition. The vision of future development is not only a strategic slogan, but also a clear development blueprint, expressing the company's firm determination to achieve business take-off through technological innovation, intelligence and electrification, and to provide smarter, more efficient and sustainable solutions for global mobility (Zhang, 2021).

2. The Direction of Strategic Transformation of Yutong Bus Company

2.1. Leap from Traditional Automobile Manufacturing to the Field of New Energy Vehicles

Once a representative of traditional commercial vehicle manufacturing with internal combustion engines, Yutong Bus Company is bravely embarking on a transformation path to lead the future, actively engaging in the field of new energy vehicles to provide more environmentally friendly and efficient solutions for urban transportation. Against the backdrop of increasing global concern for environmental protection and sustainable transportation, Yutong Bus Company is not willing to be satisfied with past glories, but is bravely facing changes and becoming a practitioner in the field of new energy vehicles. The company has carried out in-depth research and development in the fields of electric buses and electric logistics vehicles, and has injected fresher vitality into urban transportation by launching a series of new energy vehicle products. In the field of electric buses, Yutong Bus Company is not only a manufacturer of vehicles, but also a leader in providing comprehensive solutions. Through in-depth research and development and continuous innovation, the company has introduced electric buses that not only have the characteristics of efficient energy utilization and low emissions, but also catch up in terms of intelligence, providing urban residents with more convenient and environmentally friendly travel options. The research and development of electric logistics vehicles is also one of the important directions of the company's transformation. Yutong Bus Company has launched a series of electric logistics vehicle products adapted to the modern logistics industry through a deep understanding of the needs of urban logistics. This not only improves the transportation efficiency of urban logistics, but also injects sustainable power into commercial operations and becomes a promoter of sustainable urban development(Jianhua et al., 2017).

2.2. In-depth R&D and Application of Intelligent Driving Technology

Led by the strategy of "Intelligent Driving, Transformation and Soaring", Yutong Bus Company has rapidly risen to become a leader in the field of intelligent commercial vehicles through continuous investment in R&D. The company aims to promote the wide application of intelligent driving technology in the field of commercial vehicles by integrating artificial intelligence and other cutting-edge technologies into the vehicle control system. With the goal of promoting the wide application of intelligent driving technology in the field of commercial vehicles, Yutong Bus Company integrates artificial intelligence, Internet of Things (IoT) technology and other cutting-edge technologies into the vehicle control system, and strives to improve the level of vehicle intelligence. Through continuous technological innovation, Yutong Bus Company integrates the most advanced artificial intelligence technology with the vehicle control system, realizing intelligent perception and intelligent decision-making of vehicles in complex environments. This initiative not only improves the safety of commercial vehicles and effectively reduces the risk of traffic accidents, but also provides drivers with a more intelligent

and convenient control experience. With the support of IoT technology, Yutong Bus Company's vehicles have realized a high degree of networking and interconnection. Vehicles can obtain and transmit real-time road condition information and vehicle condition data, making the entire transportation process more efficient and safer. At the same time, through IoT technology, the company has successfully realized remote monitoring and troubleshooting of vehicles, greatly improving the efficiency and accuracy of fleet management. This transformation of intelligent driving is not only a positive response to technological innovation, but also a deep understanding of customer needs. Improving the level of vehicle intelligence not only enhances the safety and driving comfort of vehicles, but also provides customers with more intelligent transportation solutions. Thus, Yutong Bus Company not only meets the needs of the market, but also leads a change of intelligent driving in the commercial vehicle industry. "Intelligent Driving, Transformation and Soaring" conveys not only the upgrading of the company's strategy, but also a wise choice for the direction of the future development of the commercial vehicle industry. With intelligent driving as the engine, Yutong Bus Company promotes the transformation of the company from traditional manufacturing to an intelligent travel solution provider, and is fully prepared for the future era of intelligent travel(Mensah, 2012).

2.3. Focus on Sustainable Development and Green Manufacturing

The division is deeply committed to sustainable development and continuously improves energy utilization efficiency through a series of green manufacturing initiatives. Yutong Bus Company focuses on reducing emissions and actively promotes the green upgrading of the company's production process through the introduction of advanced production technologies and equipment. This not only reduces the burden on the environment, but also earns the company wider social recognition. In the exploration of sustainable development, Yutong Bus Company actively advocates the circular economy model. By comprehensively sorting out the entire industrial chain, the company strives to reduce the generation of waste and the waste of resources. The concept of circular economy is embedded in all aspects of product design, manufacturing and waste treatment, forming a closed-loop system that provides an innovative path for the realization of environmental sustainability. Promoting the sustainable development of the entire industrial chain is one of the core objectives of green manufacturing at Yutong Bus Company. Through in-depth cooperation with suppliers, a set of strict green procurement standards has been established to push the entire industry chain to shift in a more environmentally friendly direction. This green upgrading of the whole industrial chain not only guarantees the environmental friendliness of the company's products, but also sets an example for the sustainable development of the whole industry. The concept of green manufacturing and sustainable development embodied in Yutong Bus Company's strategic transformation is not only the company's performance of being responsible for the society and the environment, but also a positive response to the future of sustainable mobility. Yutong Bus Company has practiced corporate social responsibility with practical actions and contributed positively to the sustainable development of the industry and society. This transformation will not only drive

the company towards greater prosperity, but also bring a fresher and more sustainable future for the industry as a whole.

3. The Theoretical Analysis of Yutong Bus Company's Strategic Transformation

3.1. Theory of Technological Innovation

The transformation of Yutong Bus Company is not only a welcome to new technology, but also a positive response to market changes. The concept of intelligent drive is reflected in the company's extensive application of intelligent technology, such as intelligent control system, driver assistance technology and automatic driving technology. The introduction of this series of technologies not only enhances the competitiveness of Yutong Bus Company's products, but also provides users with a safer and more convenient traveling experience. In the field of electrification, Yutong Bus Company has promoted the transformation of clean energy through technological innovation. The company deeply recognizes that electric vehicles are the leading direction of future transportation, so it invests a lot of resources in the research and development and production of electric bus technology. This not only meets the market demand for environmentally friendly transportation, but also gives the company a first-mover advantage in the field of new energy and promotes the upgrading of industrial structure. Another aspect of technological innovation is globalization layout. Yutong Bus Company has improved its competitiveness in the international arena by flexibly adjusting its product structure through an in-depth understanding of the global market. The company actively expands the international market and exports its innovations to the world, realizing the win-win situation of technological innovation in market expansion. Technological innovation is not only embodied in the product level, but also throughout the company's management level. By establishing an innovation culture, Yutong Bus Company motivates its employees to put forward new concepts and ideas, and promotes the company's continuous breakthrough in the field of technology (Yu et al., 2012).

3.2. Life Cycle Theory

The life cycle theory can be used to explain the stage-by-stage transformation of Yutong Bus Company in the business life cycle. The transition from traditional automobile manufacturing into the field of intelligent driving and electric vehicles can be regarded as the evolution of the business life cycle. Life cycle theory suggests that businesses go through different stages of the life cycle during their development, including introduction, growth, maturity and decline. Yutong Bus Company's transformation, on the other hand, is an important transition stage of its life cycle. In the introduction stage of the life cycle, Yutong Bus Company started with traditional commercial bus manufacturing and accumulated brand awareness and market share. However, with the rapid development of technology and changes in market demand, the company gradually entered the maturity stage of its life cycle. The traditional commercial bus market is in a situation of fierce competition and market saturation, and the company needs to seek new growth points. Yutong Bus Company is developing its product line in a smarter and greener direction through intelligence-driven innovation. This transformation is a result of keen insight into market trends, recognizing that intelligence and sustainability are the dominant directions for

the automotive industry in the future. This innovation has propelled Yutong Bus Company into the re-growth phase of its life cycle, bringing new development opportunities for the company. The electrification transition is another key point in the life cycle. Recognizing the critical importance of clean energy for future transportation, Yutong Bus Company has actively promoted the development and application of electric vehicle technology. This has not only enabled the company to achieve a leading position in the new energy field, but also pushed its product line to a new peak, further extending the company's life cycle. Globalization layout is the expansion stage in the company life cycle theory. By establishing a sales and service network around the world, Yutong Bus Company has expanded its market coverage to a wider range of regions and improved its international competitiveness. This globalization layout not only broadens the company's business field, but also finds new growth points for the company in the global market. As a result, Yutong Bus Company is leaping from a traditional commercial bus manufacturer to a leader in the field of intelligentization and electrification through the transformation of the life cycle theory, laying a solid foundation for the company's sustainable development. This soaring transformation has revitalized Yutong Bus Company in its life cycle and laid a solid foundation for future success (Grütter et al., 2012).

3.3. Theory of Sustainable Development

With the perspective of sustainable development, it is possible to analyze whether Yutong Bus Company focuses on the balance of society, environment and economy in its transformation. This includes sustainability measures such as reducing carbon emissions and improving energy efficiency. Sustainable development emphasizes meeting current needs without compromising the ability of future generations to meet their needs. Under this theoretical perspective, we can analyze Yutong Bus Company's sustainability initiatives in the transformation process. First, the introduction of intelligent drive is a positive response to sustainable development. The company has improved the energy efficiency of its products and reduced the waste of resources through the introduction of intelligent technologies, such as intelligent control systems, driver-assisted technologies and automatic driving technologies. This technological innovation is not only in line with the principles of sustainable development, but also improves the customer's travel experience, making travel more efficient and environmentally friendly. Second, the electrification transition reflects the company's sustainable efforts in clean energy. Recognizing the importance of environmental protection to the future of transportation, Yutong Bus Company has increased its investment in the development and production of electric bus technology. This clean energy push not only meets the market's demand for environmentally friendly transportation, but also earns the company a first-mover advantage in the new energy field and promotes the sustainable upgrading of the entire industrial chain. Globalization layout, on the other hand, is the embodiment of sustainable development on an international scale. By establishing sales and service networks worldwide, Yutong Bus Company has expanded its market coverage to a wider range of regions. This not only provides the company with more business opportunities, but also realizes sustainable profitability by increasing its market share, creating a solid foundation for long-term development.

3.4. Market Oriented Theory

Yutong Bus Company upholds the core principle of market-oriented theory in the process of strategy formulation and execution. Through deep insight into the market, pay close attention to customer needs, competitors and overall market trends, as a basis for constantly adjusting the strategic direction. This enables the company to maintain flexibility and adaptability in a highly competitive business environment. Market orientation theory emphasizes that an enterprise's strategy should be rooted in a deep understanding of the market, and Yutong Bus Company fully embodies this concept. First, the company pays close attention to customer needs. Starting from the customers' perspective, it has gained a deep understanding of their expectations, preferences and challenges. Through market research, customer feedback and regular surveys. Yutong Bus is not only able to capture changes in the market in a timely manner, but also able to respond quickly to meet customers' individual needs. At the same time, Yutong Bus Company always pays attention to the dynamics of competitors. In market competition, it is vital to understand competitors' strategies, product advantages and innovative initiatives. By analyzing competitors. Yutong Bus is able to identify potential threats, discover market opportunities, and adjust its own strategies accordingly to ensure that the company stays ahead of the competition. Further, Yutong Bus Company focuses on the insight of overall market trends. In the automotive industry, trends in technology, environmental protection and sustainable development are changing rapidly. Through a keen sense of overall market trends. Yutong Bus is able to predict the future direction of the industry in advance, making its strategy more forward-looking. For example, the Company's focus on promoting electrification in its transformation and keeping up with the megatrend of clean energy and low-carbon transportation demonstrates an accurate judgment of the future direction of the market. This market-oriented approach has enabled Yutong Bus Company to better meet customer needs and improve the market adaptability of its products. Through in-depth insight into the market, the company is not only able to introduce products that better meet market needs, but also to develop more forward-looking and sustainable strategies. This helps the company to maintain its competitive advantage in the ever-changing market and achieve sound long-term development. Therefore, Yutong Bus Company's successful strategy formulation and execution is not only a reflection of its inherent strength, but also a deep understanding and application of market-oriented theory.

3.5. Strategic Theories of Globalization

Yutong Bus Company demonstrates the important concepts of the globalization strategy theory in strategy formulation and execution. The theory of globalization strategy emphasizes that the company seeks business opportunities on a global scale and obtains competitive advantages through active international layout. In Yutong Bus's practice, this theory is embodied in the company's continuous expansion of its business and enhancement of its international competitiveness in the global market. First of all, Yutong Bus actively seeks international business opportunities through deep insight into the global market. The company fully recognizes the diversity and opportunities of the global market, and accurately discerns global business opportunities through a deep understanding of the needs, regulations and cultures of different countries and regions. This global vision

enables the company to seize the first opportunities in the international market. It flexibly adjusts its product portfolio and market strategies to better suit the needs of different regions. Secondly, the company has established close relationships in the global market to continuously expand its business. By establishing partnerships, strengthening international marketing and promoting the integration of the global supply chain. Yutong Bus has effectively expanded its global business territory. This globalization strategy enables the Company to better utilize global resources, improve operational efficiency and reduce production costs. Thus, it maintains its competitiveness in the international market. At the same time, Yutong Bus focuses on understanding and adapting to the needs of different countries and regions. The core of the theory of globalization strategy is to operate flexibly in different cultural, economic and regulatory environments. Yutong Bus meets the specific needs of local markets by customizing its products and services. This differentiation strategy enables the company to better cater to local customers, improve the market adaptability of its products, and establish its reputation in the international market. In addition, Yutong Bus has reduced the market risks faced by the company through internationalization. By decentralizing its business in different countries and regions, the company is able to better share risks and reduce its sensitivity to changes in a single market. This globalization strategy not only helps Yutong Bus better respond to market changes, but also lays the foundation for the company's long-term development in the international market. On balance, Yutong Bus Company has demonstrated its deep insight into and ability to adapt to the global market through the formulation and execution of its globalization strategy. This strategy has enabled the company to access business opportunities globally and establish international competitive advantages, laying a solid foundation for its success in the international market.

4. Conclusion

Under the banner of "Intelligent Drive, Transformation and Soaring", Yutong Bus Company Limited has demonstrated its keen insight and active response to environmental protection and sustainable transportation through profound transformation. Originally a representative of traditional commercial vehicle manufacturing with internal combustion engines, the company has transformed into a leader in the field of new energy vehicles. Behind this transformation, focusing on the global trend of environmental protection, Yutong Bus Company is actively engaged in the in-depth research and development of electric buses, electric logistics vehicles and other fields to provide more environmentally friendly and efficient solutions for urban transportation. The company's strategic transformation focuses on two major directions: intelligent drive and electrification transformation. In terms of intelligent drive, Yutong Bus Company is driven by technological innovation, integrating intelligent driving technology into the field of commercial vehicles, improving the level of vehicle intelligence, enhancing safety and providing customers with intelligent transportation solutions. Electrification transformation is an important strategy of the company, through in-depth research and development of new energy vehicle products, the company is not only in line with the trend of the global automotive industry, but also in the field of sustainable development to obtain a broader market space. Theoretically, the company's strategic transformation

can be interpreted from the perspectives of technological innovation, life cycle theory and sustainable development. In terms of technological innovation, the company introduces intelligent technology and electrification transformation, which is in line with the market trend. Under the life cycle theory, Yutong Bus Company has realized the sustainable development of the whole life cycle of products from design, production to disposal. In the perspective of sustainable development theory, the Company actively fulfills its corporate social responsibility through green manufacturing and sustainable development of the whole industry chain. To sum up, through strategic transformation, Yutong Bus Company has not only successfully captured the opportunities of industry change, but also demonstrated its leading position in the field of new energy vehicles by using intelligent drive and electrification as the engine to provide intelligent, efficient and sustainable solutions for future travel.

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