The 2021 International Conference on Management, Innovation, Economics and Social Science

ICMIESS Conference Proceedings 2021

On 27– 28 March 2021

ISBN 978-974-421-968-8

ORGANIZED AT COLLEGE OF INNOVATION AND MANAGEMENT, SUAN SUNADHA RAJABHAT UNIVERSITY. 1 U-THONG NOK ROAD, DUSIT, BANGKOK 10300 THAILAND.

MESSAGE from the President of Suan Sunandha Rajabhat University

On behalf of the organizer team at Suan Sunandha Rajabhat University, I would like to express appreciation for your interest in this year International Conference on Management, Innovation, Economics, and Social Sciences. The ICMIESS 2021 is a great opportunity for lecturers, staff, current graduate students, and our co-hosts to be actively engaged in academic, applied, and action research and to share it to others at this conference.

I congratulate all the presenters for having been selected to present in the conference. I appreciate your hard work and wish everyone success in this event and beyond. Despite being organized online because of COVID-19, the conference can be just as great, if not better, as any other conferences you have attended. Let us open our minds to all the interesting paper presentations. I hope you enjoy and take care of yourself.

Lastly, this is the second time of ICMIESS but potentially not the last. As the world of innovation and management is evolving, there will be great benefits of having such a conference again. We will keep improving ourselves and hope that these conference papers will do you the same. The range of topics in this conference proceedings provide great insight into how we can adjust ourselves to keep up with the changing environment in the field at the turn of the decade.

Associate Professor Dr. Chutikarn Sriviboon

MESSAGE from the Dean of College of Innovation and Management

As the host of the International Conference on Management, Innovation, Economics, and Social Sciences 2021, I am happy to welcome all of you to join us in the conference. Some of us will be presenters today, and others will be giving short speeches in the welcoming session. I would like to take this opportunity to thank our co-hosts: Sanmenxia Polytechnic, China, Ya-an Polytechnic College, China, Haikou University of Economics, China, Chihlee University of Technology, Taiwan, and Chinese Culture University, Taiwan, and Nakhon Pathom Rajabhat University, Thailand. We have also invited some representatives of our co-hosts to give us short speeches. A special thank also goes to Mr.Asim Iftikhar Ahmad, the Ambassador of Islamic Republic of Pakistan to the Kingdom of Thailand who will offer us some insight into the global event today. We are excited to hear keynote speeches from Professor Dr. Kai Heuer, Dr. Mengyi Xu, and Mr. Kiattipoom Nantanukul before our 200 presentations that follow. Thank you for all your contributions and please take care

Associate Professor Dr. Bundit Pungnirund

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Additional copies of conference proceedings will be published by:
College of Innovation and Management
Suan Sunandha Rajabhat University, Thailand
ISBN: **978-974-421-968-8**

Opening Ceremony Schedule
"The International Conference in Management, Innovation, Economics and Social Sciences (ICMIESS) 2021"
27-28 March 2021
At Chorkaew Meeting Room building 31, 5th floor, time 08.00 a.m. - 04.00 p.m. (in Thailand)
Online Via Zoom Application

Date	Time	Activites	Place
27 March 2021	08.00 - 09.00 a.m.	Register	Zoom Chorkaew Meeting Room
	09.00- 09.30 a.m.	**Opening speeches by** Asst. Prof. Dr. Suwaree Yordchim *Vice-President for Research and Development, Suan Sunandha Rajabhat University* Assoc. Prof. Dr. Bundit Pungnirund *Dean of College of Innovation and Management*	
	09.30 - 10.00 a.m.	**Keynote speeches by** Prof. Dr. Mukesh Srivastana, University of Mary Washington, USA Dr. Elena Battaglini, Research Area on Regional Economics Head of Fondizione Di Vitorio, Italy	
	10.00 - 10.45 a.m.	**Speeches by co-host representatives from** - Haikou University of Economics, China - Aba Teachers University, China - Chongqing University of Posts and Telecommunications, China - Chihlee University of Technology, Taiwan - Chinese Culture University, Taiwan - Ya'an Polytechnic College, China - Sichuan Minzu College, China - Sanmenxia Polytechnic, China	Online presentation sessions
	10.45 a.m.-16.00 p.m.	**Online presentation sessions, International Conference, 2021** 1. Session 1 (Asst. Prof. Dr. Muhammad Shahid Khan) 2. Session 2 (Asst. Prof. Dr. Majid Khan) 3. Session 3 (Asst. Prof. Dr. Farrukh Iqbal) 4. Session 4 (Asst. Prof. Dr. Chumpon Rodjam)	
28 March 2021	08.00 a.m. - 04.00 p.m.	**Conference Workshop: Introduction to NVIVO, SPSS, SMART-PLS, AMOS, MENDELELEY and Zotero** Speaker by Asst. Prof. Dr. Muhammad Shahid Khan (PhD)	

"The International Conference in Management, Innovation, Economics and Social Sciences (ICMIESS) 2021"
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Online Via Zoom Application
ID 521 281 6654 ROOM 1

Activities	Number	Title	Presenter
International present (16 articles) **Chairman** **1. Asst. Prof. Dr. Muhammad Shahid Khan** **Zoom Login Room 1** **ID: 521 281 6654** **Password: con1** **10.45 a.m. - 04.00 p.m.**	1	ANALYSIS OF DIGITAL TRANSFORMATION OF ENTERPRISE UMAN RESOURCE MANAGEMENT	JIAQIAN HAN
	2	ANALYSIS ON THE INNOVATION OF ENTERPRISE LOGISTICS MANAGEMENT MODEL BASED ON SUPPLY CHAIN	YAQIAN JIN
	3	WASTE CLSSIFICATION MANAGEMENT IN HAINING CITY, CHINA	LONGFEI SUN
	4	STUDY ON IMPROVING STRATEGY OF K AIRLINES SERVICE QUALITY MANAGEMENT	QIANG HAO
	5	RESEARCH ON THE MANAGEMENT MODE OF STUDENT AFFAIRS IN CHINESE COLLEGES AND UNIVERSITIES IN THE POST-EPIDEMIC ERA	MENGSI LI
	6	THE CURRENT SITUATION AND COUNTERMEASURES OF PRIMARY SCHOOL MENTAL HEALTH EDUCATION IN TONGREN CITY	JIAWEN LI
	7	THE IMPORTANCE OF DESIGN MANAGEMENT IN PRODUCT INNOVATION	QI GUO
	8	THE INFLUENCE OF ONLINE REVIEWS OF NEW ENERGY VEHICLES ON CONSUMER PURCHASE INTENTION. AN EMPIRICAL STUDY OF TESLA ELECTRIC CARS	YAQIAN LI
	9	THE PATH SELECTION AND COUNTERMEASURES OF IMPROVING THE INTERNAL GOVERNANCE ABILITY OF HIGHER VOCATIONAL COLLEGE IN CHINA	SIHAN WANG
	10	REVIEW THE MEASUREMENT OF ORGANIZATIONAL LEARNING	CHEN SHU-CHUNG
	11	THE APPLICATION OF FLIPPED CLASSROOM MODE IN UNIVERSITY TEACHING	LI SUN
	12	THE DEVELOPMENT STATUS AND COUNTERMEASURES OF CHINA’S EMERGING E-SPORTS TOURISM INDUSTRY	ZHICHENG YU
	13	THE INNOVATION AND DEVELOPMENT OF THE ONLINE EDUCATION INDUSTRY IN CHINA UNDER THE EPIDEMIC SITUATION	CHENGJI CHEN
	14	THE DESIGN AND IMPLEMENTATION OF THE MARKETING PLAN FOR NEW CHINA LIFE INSURANCE’S “HEALTH AND WORRY-FREE” SERIES OF PRODUCTS	WU QIAN
	15	RESEARCH ON INNOVATIVE MANAGEMENT PATH OF STUDENTS IN HIGHER VOCATIONAL COLLEGES	WENPING YANG
	16	RESEARCH ON THE EDUCATIONAL REFORM OF GARDEN SPECIALTY IN YUNNAN URBAN CONSTRUCTION VOCATIONAL COLLEGE	WENJING MA

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ID 421 890 4446 ROOM 2

Activities	Number	Title	Presenter
International present (18 articles) **Chairman** **1. Asst. Prof. Dr. Majid Khan** **<u>Zoom Login Room 2</u>** **ID: 421 890 4446** **Password: con2** **10.45 a.m. - 04.00 p.m.**	1	INFORMATION AGE ON STUDENT MANAGING INNOVATION OF UNIVERSITY IN CHINA	ROU TANG
	2	CURRENT SITUATION OF ONLINE EDUCATION IN THE CONTEXTOF COVID-19 PNEUMONIA RESEARCH ON COUNTERMEASURES	LI YANG
	3	BODY MASS INDEX, BODY IMAGE, WEIGHT LOSS INTENTION AND EXERCISE BEHAVIOR OF COLLEGE STUDENTS	TAN LEI
	4	RESEARCH ON THE PROBLEMS AND COUNTERMEASURES OF CHINA'S TRADITIONAL RETAIL INDUSTRY UNDER THE BACKGROUND OF NEW RETAIL MODEL	CAI CHEN
	5	INNOVATION OF SMEs MANAGEMENT UNDER THE BACKGROUND OF “INTERNER+”	XIAOJING YAN
	6	BUSINESS MODEL MANAGEMENT OF CROSS-BORDER E-COMMERCE	TAIQI LIU
	7	EXPLORING THE ROLE OF OPEN INNOVATION IN SUSTAINABLE TOURISM DEVELOPMENT	WEI BIN
	8	ANALYSIS AND RESEARCH OF CROSS-CULTURAL COMPETENCE	JINHUA CHEN
	9	HOW TO SOLVE THE PROBLEM OF INTERNATIONAL MANAGEMENT OF CHINESE MIDDLE AND SMALL-SIZED ENTERPRISES FROM A MICRO PERSPECTIVE	JIANG HAIYAN
	10	ANALYSIS OF MODERN HOTEL INNOVATION MANAGEMENT	WENJING YANG
	11	THE STUDY OF PROFESSIONAL EMOTION OF YOUNG TEACHERS IN COLLEGES AND UNIVERSITIES	YEPING LU
	12	ANALYSIS ON THE CROSS-CULTURAL MANAGEMENT MODEL OF CHINESE ENTERPRISES IN THE CONTEXT OF CULTURAL DIFFERENCES	RUOQI WANG
	13	THE CHANGE OF COLOUR SCHEME IN FLORAL DESIGN	YAN Qi LIU
	14	THOUGHTS ON THE DEVELOPMENT OF MANAGEMENT ACCOUNTING IN SCIENTIFIC AND TECHNOLOGICAL INNOVATION ENTERPRISES	MENGJING HAO
	15	THE USE OF SOCIAL MEDIA IN TOURISM INNOVATION	WANG YUZHI
	16	SOME THOUGHTS ON THE DEVELOPMENT OF CHINA’S SPORTS INDUSTRY FROM THE PERSPECTIVE OF URBANIZATION	XIA ZHONGHUA
	17	THE LITERATURE REVIEW ON TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE PERFORMANCE	JATUPORN OUNPRASERTSUK
	18	KEY SUCCESS DETERMINANTS FOR NEW PRODUCT DEVELOPMENT PROCESS IN BEAUTY INDUSTRY	WENJING YANG

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ID 876 375 6165 ROOM 3

Activities	Number	Title	Presenter
International present (16 articles) **Chairman** **1. Asst. Prof. Dr. Farrukh Iqbal** **Zoom Login Room 3** **ID: 876 375 6165** **Password: con3** **10.45 a.m. - 04.00 p.m.**	1	THE ROLE OF LAW IN MANAGEMENT SCIENCE	XIAOYU DOU
	2	RESEACH ON THE TRANSFORMATION OF HUMAN RESOURCE MANAGEMENT IN THE DIGITAL ECONOMY ERA	YUECHUAN TANG
	3	ENVIRONMENTAL KNOWLEDGE IMPACT ON PRO-ENVIRONMENTAL BEHAVIORS: A STUDY OF CHINESE STUDENTS	WEIMING SHEN
	4	THE ROLE OF HUMAN CAPITAL IN UPGRADING ORGANIZATIONAL PERFORMANCE	CHANGSHUN WU
	5	RESEARCH ON THE DEVELOPMENT STRATEGY OF DONGFENG MOTOR GROUP FINANCE COMPANY	LI YICHUAB
	6	THE SUCCESSION OF POLITICAL POWER OF THE MILITARY IN THE THAI POLITICAL CONTEXT	KITTIWIN HANSAKSIT1
	7	RESEARCH ON THE INFLUENCING FACTORS OF ENTREPRENEURIAL ACTIVITIES BASED ON THE THEORY OF PLANNED BEHAVIOR	BAORUI WANG
	8	THE SANGHA AND ECCLESIASTICAL GOVERNMENT IN THAI SOCIETY	PHRA SATAWAT BOONKAMON
	9	SOCIAL DEVELOPMENT IN NEW NORMAL ERA BASED ON BUDDHISM	KANYAKORN LAPDECHO
	10	THE AUTHORITY TRANSFORMATION OF SUB-DISTRICT HEALTH PROMOTION HOSPITAL TO LOCAL GOVERNMENT ADMINISTRATION IN NAKHON RATCHASIMA PROVINCE	SITICHOK LIMSUVAT
	11	RESEARCH ON FISCAL AND TAXATION POLICIES TO PROMOTE THE COORDINATED ECONOMIC DEVELOPMENT OF CENTRAL YUNNAN	JIMING TIAN
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	14	EXPLORATION ON THE CULTIVATION MODE OF INNOVATIVE AND ENTREPRENEURIAL TALENTS OF APPLICATION-ORIENTED UNDERGRADUATE UNIVERSITIES IN ETHNIC MINORITY AREAS OF WESTERN YUNNAN	YANG XIAOLI
	15	THE IMPACT OF KNOWLEDGE MANAGEMENT ON PERFORMANCE EFFICIENCY OF SUAN SUNANDHA RAJABHAT UNIVERSITY SUPPORTING STAFF	SUPATTRA PRANEE
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ID 876 375 6160 ROOM 4

Activities	Number	Title	Presenter
International present **(16 articles)** **Chairman** **1. Asst. Prof. Dr. Chumpon Rodjam** **<u>Zoom Login Room 4</u>** **ID: 876 375 6160** **Password: con4** **10.45 a.m. - 04.00 p.m.**	1	NEW PRODUCT DEVELOPMENT STRATEGIES OF CROSS-BORDER INNOVATION IN FASHION INDUSTRY	CHUKUI CHEN
	2	RESEARCH THE RISKS OF INNOVATIVE COMPANIES BY ANALYZING BIKE-SHARING COMPANIES	PUJIE ZHANG
	3	THE ECONOMIC AND FINANCIAL IMPACTS OF THE COVID-19 DISCUSSIONS BASED ON INTERNATIONAL LITERATURE AND RELATED CONCLUSIONS	XUAN NING
	4	MARKETING APPROACH FOR THE THAI TRAVEL COMPANY TO ACCOMMODATE REVISIT OF CHINESE TOURIST	XIN LIU
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ANALYSIS OF DIGITAL TRANSFORMATION OF ENTERPRISE HUMAN RESOURCE MANAGEMENT

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ABSTRACT

In the development of enterprises, human resource management is an integral part and a very important content of enterprises, which is conducive to promoting the good development of enterprises. With the continuous maturity of technology, the digital age has come. The development of digitization has brought new changes to modern enterprise management. The successful transformation of human resource management brings opportunities and challenges to enterprise human resource management, and the competitiveness of enterprises is becoming more and more fierce, which is also an effective means for enterprises to enhance their external competitiveness.

Based on the analysis of the present situation of the digital transformation of enterprise human resources management, this paper puts forward the problems encountered in the transformation of enterprises: the lack of talents, the backward organizational structure and so on. And put forward the solution. The research shows that the digital transformation and upgrading of human resource system is helpful to the organization construction of enterprises, in order to realize the innovation of traditional human resource management, improve the efficiency of human resource management, and realize the efficient allocation of human resource management. For enterprises to achieve better development to provide effective protection. Better promote the further development of enterprises, and comprehensively help enterprises and even the transformation and upgrading of the economy.

Keywords: Human resource management, Digital, Business management

INTRODUCTION

1.1 Background of the study

In recent years, with the emergence and continuous development of new technologies and concepts, digital transformation has gradually been recognized by the public, and digital transformation has become one of the core strategies of enterprises. Under the profound influence of the digital economy, the role of talent is becoming more and more prominent. In the process of enterprise development, it is also necessary to recognize the positive role of talents. (Chen, 2020). As an important part of corporate management, human resource management is also undergoing major changes brought about by digitalization.

In the past 40 years, the development of human resources industry is very rapid, more and more enterprise managers begin to attach importance to the role of human resources services, gradually realize the real value of human resources management (Su, 2020).

According to the survey results, more than 20% of senior professionals in the world have invested in the development of new technologies, such as big data, regional block chains, 5G and artificial intelligence, and are actively preparing for large-scale digital transformation; related research by McKinsey also believes that comprehensive The digital transformation is the entry point for enterprises to participate in the next stage of competition in the information transformation (Guo, 2020).

According to the IDC report, by the end of 2020, 67% of the top 1000 companies in the world will realize the digital transformation of human resource management as one of their main tasks (Wang, 2020). It has to be said that digital human resource management has been paid more and more attention by enterprises to accelerate digital transformation and construction. Only in this way can the management of the enterprise proceed smoothly, reduce costs, increase work efficiency, promote the economic development of the enterprise, and stabilize and enhance its competitive position in the market environment.

1.2 Problem statement

In the digital age, the human resource management environment has changed, and traditional human resource management has been unable to adapt to new social forms (Wang, 2019). If modern enterprises want to gain a foothold in fierce market competition, they must implement a digital transformation strategy for human resource management.

Although the digital transformation of enterprise human resource management is the general trend, imperative, and of great significance, enterprises still have some problems in the process of digital transformation of human resource management, which affect the digital transformation of enterprise human resource management. Speed (Wang, 2020).

1.3 Research questions

Under the influence of the development of the present era, the internal and external environment of the enterprise has changed, the traditional human resource management has been difficult to adapt to the new social form, and the application of digital technology to human resource management is also in line with the present situation.

However, due to various constraints, enterprises in the development of human resources management in the process of digital transformation, more or less will encounter some problems, such as: lack of talent, traditional organizational structure can not adapt to the new model, and so on, limiting the pace of enterprise progress.

1.4 Research objective

With the development of Internet technology, the related theories of traditional human resource management cannot adapt to the new development needs, which requires it to adjust and improve the traditional human resource management theories to make it more adaptable to corporate human resources in the context of the Internet. Resource management needs (Huang, 2018).

Based on the above problems, this article makes corresponding solutions: First, it is necessary to strengthen the professional training of relevant personnel; second, the enterprise should rationally design the organizational structure according to the current market situation.

This article analyzes the digital transformation of corporate human resource management, hoping to help corporate managers understand the current status of human resource management problems, so as to make corresponding decisions, and provide certain theoretical reference significance for them.

1.5 Significance of Research

China's total digital economy in 2018 was 31.3 trillion yuan, an increase of 20.9%, accounting for 34.8% of the GDP. China's digital economy ranks second in the world (Qin, 2020).

Digital technology is increasingly being used in the reorganization of business processes, and human resource management will inevitably expand from the traditional limitation of the internal enterprise to external stakeholders in order to achieve the docking and integration of business processes (Zhang, 2019).

Through the related discussion of digital human resource management, this paper proves that human resource management can only adjust the resources of the enterprise and realize the key to talent innovation and talent training only if it meets the development requirements of the current era and the actual needs of the enterprise. Enhance the innovation of enterprise management, further stimulate the potential ability and enthusiasm of enterprise employees, and have a positive effect on the economic development of the enterprise.

LITERATURE REVIEW

2.1 The meaning of digital human resource management

The digitization of human resources refers to the use of mobile, interactive and cloud technologies to improve the efficiency of human resources, and is a structural transformation of human resources (Li, 2020).

Jeff Michael of Deloitte notes:" Human resources figures should also align culture, talent, structure and processes to balance efficiency and innovation and to maintain measurable impact on larger organizations as they evolve." (Li, 2020).

Through the application of digital technology and the innovation of human resource information system, the process and efficiency of human resource work are optimized and the work efficiency is improved.

The digital transformation of enterprise human resource management is to change the traditional human resource management logic and use digital thinking to establish the "strategy-talent-organization" management logic centered on talents (Wang, 2019)

Table 1: Core change points in the digital transformation of human resources

Category	Traditional human resources	Digital human resources
Logic	Strategy - Organization - Talent	Strategy - Talent - Organization
Role	Positioning as a service center	Positioning as Operations Centre
Design	Focus on process	Pay attention to employee experience
Organization	Position, Process	Integrated platforms (policies, processes, systems, operations, etc.)
Visits	Position, Process	Mobile side, application
Analysis	Special analysis report	Analysis platform, real-time feedback
Communication	Periodic reports, face to face	Real-time interaction, online communication

Source: https://kns.cnki.net/kns8/defaultresult/index

2.2 The characteristics of human resource management in the digital age

In the era of digital economy, talent strategy has become an important part of enterprise strategy, and human resources department has been given new positioning and responsibility. It is the mission and value of human resource management in the new period to combine talent strategy with enterprise management strategy, participate in the strategic management of enterprise, shoulder the responsibility of optimizing and improving human resources, reconstructing organization and promoting enterprise change, and become the strategic partner of enterprise operators with strategic orientation (Fei, Huang and Zhu, 2020).

In the new era, human resource management is different from traditional human resource management. It presents the following three main characteristics: workplaces are more digital, human resource management and operation systems are biased towards digital management, and decision-making data (Meng, 2019).

(1) Digitization of the workplace: Modern enterprises use modern technology to transform the workplace into a digital environment, which is conducive to improving work efficiency and reducing employment costs.

(2) Digitization of the system: internal reforms of enterprise management, realization of digital operation, and improvement of the human resource management system through technological innovation, to achieve the effect of system digitization.

(3) Data-based decision-making: Through intelligent analysis of internal and external data, the relevant talent management status and market competitiveness can be obtained, and data analysis can be used to make quick and correct decisions and formulate future talent management planning.

2.3 How to transform the digitalization of human resource management

(1) Many companies have gradually used advanced technologies and equipment such as 5G and artificial intelligence to transform human resource management into an intelligent transformation system, and used intelligent thinking to continuously improve the intelligent human resource reform. With centralized management as the core, continuously improve the efficiency of corporate business operations. Adopt new technology to promote the intelligent transformation of the enterprise human resource system, provide comprehensive planning and shared services for the daily management of the enterprise, focus on building the enterprise's core resource management technology platform, improve the work efficiency of all employees, and optimize intelligent resources on the basis of saving human intervention costs Management system (Guo, 2020).

(2) By realizing digital transformation, enterprises can change the cumbersome human resource planning process in the past, use big data cloud resources to implement effective integration, and quickly analyze the status of market talent supply. At the same time, by making full use of and innovating the quality and functions of digital technology, a reasonable talent supply chain in line with the company's development strategy can be constructed, so that the company can save a lot of time and cost in human resource planning and management, and make the company's human resources standard and management is more in line with actual needs and requirements, so that it can achieve satisfactory results (Wang, 2020).

RESEARCH METHODOLOGY

3.1 Research methods

With the rapid development of the Internet and information technology, "comprehensive digital management" has been pushed to the forefront of enterprise development. At present, many domestic and foreign advanced enterprises have implemented digital management. In an increasingly competitive industry environment, companies must keep up with the pace of the times if they want not to be eliminated and maintain a place. Human resources, as the most critical resource for creating core competitiveness in an enterprise, must undergo corresponding digital transformation. Support the development of the enterprise (Lu, 2020). The digitalization of human resource management can realize the transition of human resource management from vectorization, precision and refinement based on intuition, feeling, and experience (Gao, 2020).

The research method adopted from this article is a combination of related literature research and theoretical analysis. This article will focus on reviewing the latest research progress on the digitalization of human resource management, and analyze the problems and their importance during the current digital transformation of human resource management

3.2 Data collection

In order to analyze the importance of the digital transformation of human resource management to the enterprise, the relevant literature of predecessors is used for reference, and the data collection method of theoretical analysis is used to verify.

In the context of continuous technological development and innovation, people's demand for information is constantly increasing. HR must not only make corresponding judgments on a large amount of information and capture important information, but also be able to perform information on the information in a short time. To deal with this, it is necessary to transform traditional human resource management into digital human resource management. Relevant personnel in human resource management have begun to participate, innovate, design digital work practices and organizational structures. It promotes the simplification of work processes and improves work efficiency.

In the era of big data, the transparency of the overall human resource allocation level of the industry, the level of competitiveness of employees, career planning and training, and the average salary level of the industry will all have a huge impact and impact on the company. Actively promote and fully enjoy The civilized results brought about by the digital transformation of human resources, improve the management and service level of human resources workers, reflect the foresight, and remain invincible in the fierce corporate competition. Innovation in human resources management is the only choice (Zhao, 2020).

CONCLUSION

In recent years, many domestic and foreign companies have been trying to achieve digital transformation of human resource management, and continue to make efforts and practices. In 2020, the new crown epidemic has swept the world, and this epidemic has also accelerated the digital transformation of corporate human resource management to some extent.

In the era of big data, the overall level of human resource allocation in the industry, the level of competitiveness of employees, career planning and training, the average level of expenditure and other aspects of transparency, all have a huge impact and impact on enterprises (Zhao, 2020).

Based on the above analysis, this article concludes that the transformation of digital human resources is necessary and the most important. However, in the digital age, the transformation of human resource management of enterprises is facing a series of new challenges. Professional training of relevant personnel must be strengthened; the organization structure must be rationally designed according to the current market situation; and the organizational operation model and management system must be promoted. Optimize reforms and other related measures to face the challenges that have come and have not yet come.

This article analyzes the digital transformation of corporate human resource management, hoping to help corporate managers understand the current status of human resource management problems, so as to make corresponding decisions, provide a certain theoretical reference meaning for them, and help companies in Increase competitiveness in the market environment and stabilize the company's position.

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ANALYSIS ON THE INNOVATION OF ENTERPRISE LOGISTICS MANAGEMENT MODEL BASED ON SUPPLY CHAIN.

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ABSTRACT

With the rapid development of global economic integration and information technology, the enterprise supply chain management model has gradually transitioned from the traditional "vertical integration" to "horizontal integration". The logistics era in the 21st century is the era of supply chains. If companies want to obtain more economic benefits, improve market competitiveness and international competitiveness, they must strengthen logistics innovation in supply chain management. Logistics in the supply chain environment has become a planned logistics system. It not only greatly improves the operational efficiency of logistics but also brings greater economic benefits to the enterprise. The innovation of logistics management is to use intensive modern management methods based on network technology and e-commerce to ensure that manufacturers avoid excessive inventory. Since logistics plays an important role in the distribution of entities in the supply chain, the logistics management model also follows innovation. This article will focus on the concept of supply chain management, analyze its characteristics and current problems and status quo, and propose new innovative ideas for supply chain management to ensure the stability, balance, and effective application of enterprise logistics management. Providing favorable suggestions for the development of enterprises and enterprise competition is of great significance to the modernization of enterprises.

Keywords: Supply chain, logistics enterprise, management model, innovation

INTRODUCTION

1.1 Background of the study

With the rapid development of the socialist market economy and the continuous progress of reform and opening up, the development situation facing the logistics industry has also undergone earth-shaking changes. Supply chain management has also become the main management model of logistics enterprises and has been applied to enterprises. In daily operation and management. To carry out economic management, we must first match the economic management concepts that keep pace with the times (Xue, 2021).

Modern logistics companies use the supply chain management model to break through the shackles of the upstream and downstream docking of separate business processes and then use a variety of resources, information, and funds to allow enterprises to allocate resources reasonably and operate efficiently. The nodes between the chains cannot be separated independently, and information sharing should be used to deepen the division of labor and cooperation of chain management, and the period will reach a state of equilibrium（Zhou，2020). The reason why supply chain management is adopted by the public is that it can create a profit-added chain, ensure the profits of the enterprise itself, promote efficient management of the enterprise, and strengthen the rapid development of the enterprise.

The traditional management system and operation mode of Chinese enterprises are far from the modern enterprise supply chain management mode, and they cannot meet the requirements of supply chain management, which affects the survival and competitiveness of Chinese enterprises in the international market. Therefore, study the supply chain management model, change the management concept, and use advanced information technology to effectively carry out the construction of the supply chain logistics relationship system, comprehensively consider the enterprise's own actual situation and market conditions to carry out the innovation and optimization of the management model, and improve the ability to survive in the international market. Competitiveness, thereby effectively improving the management efficiency of the enterprise itself.

1.1 Problem statement

With the continuous development of my country's economy, cooperation between enterprises has become closer and closer, and international cooperation has become more and more extensive. Compared with developed countries, the overall level of logistics in my country is still backward, relatively single, and low in operational efficiency (Cao, Zeng, 2014). Many companies lack logistics functions and have not yet formed a systematic management model. However, logistics companies must continuously improve their modern management models based on market demand to meet people's high requirements for industry service efficiency and service quality. Therefore, in order to improve the level of enterprise logistics management, it is necessary to have a systematic and complete management model (Ye, 2021). This article will combine the new model of supply chain management and the actual situation of the company to form an innovative management process suitable for the company.

1.2 Research question

Supply chain logistics management is a new business management model. Under the background of the rapid development of information technology, it conforms to the new economic environment, can respond to the new requirements of the development and change of business management models, and shows strong vitality in practice Therefore, supply chain management has great attraction and guiding significance for enterprises. But at present, there are defects in the management model of supply chain logistics enterprises, the management concept is lagging, the degree of informatization is low, and the emphasis on risk analysis is lacking. In the face of problems that arise, they should conduct more in-depth research and propose corresponding innovation Policies to ensure the long-term sustainable development of enterprises.

1.3 Research objectives

Logistics management is a key part of supply chain management. It is very important for enterprises to establish a new management model through logistics under supply chain management, which is also the research direction of this article. Therefore, the purpose of this study is: First, to clarify the existing problems of the current enterprise supply chain management model, to study the new management model, and to identify whether it is suitable for the sustainable development of the enterprise. Finally, realize the application of new technology, do a good job in the positioning of management goals, adopt a more reasonable way to handle business activities between enterprises, and contribute to the modernization of the country（Xu，2020）.

1.4 Significance of research

From the perspective of logistics development, supply chain management has become an important means to accelerate logistics development, provide strong support for logistics development, ensure the overall effect of logistics development, and make logistics development healthy and rapid. Development path. We should realize the importance of supply chain management to improve the quality of logistics enterprise development. In the actual development process, we should pay attention to supply chain management to make the supply chain a necessary condition to meet the development needs of logistics enterprises. At the same time, logistics enterprises must seize the opportunity to strengthen the innovation and reform of logistics management models in thought and action and pay attention to comprehensive consideration of the actual situation of the enterprise itself（Sun, 2020）.In the process of continuous development, relevant personnel are also constantly exploring and researching the integrated service management model, taking the actual needs of customers in the logistics market as the basis of logistics services (Meng, 2020)

LITERATURE REVIEW

2.1 Analysis of the Characteristics of Enterprise Logistics Management in the Environment of Supply Chain

Through a large number of literature studies, it is found that the modern enterprise chain logistics management model has realized the comprehensive expansion and integration of enterprise logistics management and supply chain management, correctly distinguishing supply chain management and modern logistics management, and linking the two to build a reasonable management model and optimization Supply chain logistics management system, in order to achieve the maximum efficiency of the enterprise (Wu, 2021). my country's logistics informatization is accelerating into the era of smart logistics characterized by the digitalization of logistics business and the business of logistics data. The era of smart logistics is coming soon (Yang, Tu, 2021). For example, a supply chain management model that pursues cost minimization and a supply chain management model that minimizes response time. Under the goal of ensuring the greatest improvement of logistics management efficiency, the supply chain should be integrated into a unified node to meet the efficient management of modern enterprises in the logistics system (Li, 2018), which has three main characteristics.

2.1.1 Highly integrated management

Supply chain logistics enterprise management uses more information technology to transfer various logistics resources and information, and collect all information together. This direct information transmission and sharing greatly saves time and space, and reduces logistics costs (Zhao, 2018). With the acceleration of the transformation and upgrading of logistics enterprises, logistics costs are decreasing year by year, and the efficiency of the logistics industry is increasing year by year. The modern logistics industry has become an important driving force for economic and social development (Liu, 2021). Essentially, all activities of logistics management are integrated into a highly centralized logistics management system.

2.1.2 Highly shared management

Supply chain logistics enterprise management has strengthened cooperation with informatization, that is, based on the sharing of information resources, it has realized comprehensive cooperation between various departments and various enterprises, various business tasks, and various logistics processes. The response chain as a whole must require coordination and cooperation among its various node members, and clarify the goals and responsibilities of each node enterprise (Zhao, 2020). This highly shared management model makes resource transmission faster, the amount of information becomes richer, and the accuracy of information has also been improved. Establish a coordination management mechanism and a performance evaluation mechanism to provide.

2.1.3 Highly Flexible management

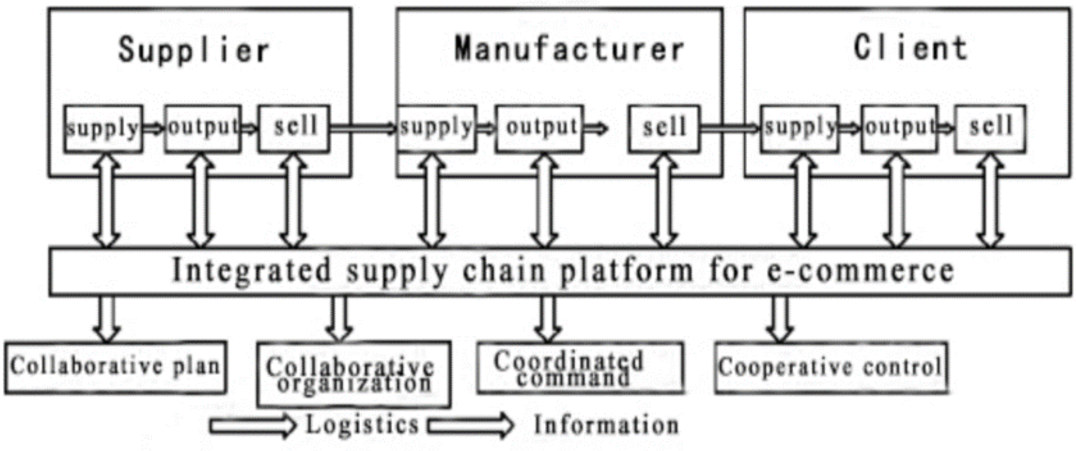
Flexible management is the process of introducing chain management technology and dynamic management concepts to dynamically analyze the business needs of the company's procurement, production, logistics and distribution departments to ensure highly matched and seamless logistics management links. For modern enterprise supply chain logistics management, it is necessary to use highly shared information resources in highly integrated business processes to improve the flexibility of all aspects of logistics management, so as to meet the goals of diversified and complex needs of users to the greatest extent. In summary, the optimization of supply chain management operation mode is a complex data collection activity that requires the participation of all links in the supply chain (Song, 2020).

2.2 Innovative Design of Supply Chain Enterprise Logistics Management System

(1) The positioning of supply chain logistics management objectives: First, data collection and transmission management should be relatively unified. Data collection is very important for the management of logistics enterprises. It is the source of logistics information, so it must be collected and managed uniformly; the second is data analysis and processing. In order to save costs, logistics companies must hire professional data analysts to integrate data; the third is information system management. Logistics companies must strengthen the management of information systems to track logistics information and find evidence; finally, companies must establish long-term cooperative relationships, integrate physical logistics services, information flow logistics services, and capital flow logistics services to form synergy effects (Qi, 2017).Therefore, we must pay attention to material management work, and actively improve its old model, bravely try to innovate, so as to improve the ability of material management work (Zheng, 2020)..

(2) Design of supply chain logistics management system: Centering on the logistics management needs of modern enterprises, we introduce the concept of supply chain management to re-architect the various processes of the logistics management system, including logistics information system, procurement system, production logistics system and sales logistics system And other content. In the design of enterprise logistics information system, mainly starts from the three major links of enterprise procurement, production, and sales to refine their respective business processes and content. The procurement system optimizes the cooperation between the supply and the enterprise through the integration of upstream suppliers; the production logistics link focuses on deepening the flexibility of the internal links of the enterprise; the sales system focuses on optimizing the relationship between warehousing and distribution. The specific design is as follows, as shown in Figure 1.

Figure 1：The structure analysis diagram of optimizing enterprise logistics management information system based on supply chain



RESEARCH METHODOLOGY

3.1 Research Approach

Through the combination of literature research and theoretical analysis, it has studied the problems of the current supply chain enterprise management model and how to innovate in the future, how to formulate and design new ideas to change the current backward situation of the model, and reveal the short-term and long-term perspectives How important is the innovative concept to supply chain companies.

Since enterprises have a lot of business experience in the process of managing logistics, such experience will become the wealth of enterprise logistics management for a long time. But it is precise because this kind of experience will become an obstacle to the development of the enterprise and constrain people's innovative thinking. When dealing with problems, they will always follow the previous template, which will stop the development of logistics management. Logistics management needs to break the shackles of traditional concepts, strive to innovate, develop with the development of the times, and always follow the pace of the times (Yu， 2013).

DATA COLLECTION AND ANALYSIS

This research aims to find new ideas for supply chain management model innovation. In order to review the relationship between previous papers, the results of this study are based on the previous literature and verified by theoretical analysis and actual cases.

At the moment when the supply chain introduces global logistics management, companies wanting to seek higher benefits in this need to continuously improve their own logistics management level, fundamentally improve the efficiency of logistics management, and rationally use the auxiliary role provided by the supply chain, To establish suitable logistics management measures to maintain the core competitiveness of enterprises, so that logistics management can truly promote the development of enterprises (Zhang, 2020). The courage to innovate and create a logistics management process suitable for its own development can keenly obtain market information, meet customer needs, maintain a vigorous enterprise vitality, and make logistics truly become the third source of profit for the enterprise.

CONCLUSION

Modern logistics companies use supply chain management models to initiate new trends in modern logistics management models. In the entire supply chain environment, logistics management is highly integrated, highly shared management, and flexible management methods. However, with the development of the social economy, some deficiencies have appeared in the logistics management model. Improve and innovate in time to meet the needs of logistics enterprise management in the new era. Reasonable manage the exchange of economic activities and business activities between enterprises, improve the management efficiency and quality of enterprises, find out the target positioning of logistics enterprise supply chain logistics management, and rationally design the logistics management system of the supply chain can make the management mode of logistics enterprises adopt again The development trend of the times can also make enterprises bigger.

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WASTE CLSSIFICATION MANAGEMENT IN HAINING CITY, CHINA.

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ABSTRACT

With the rapid improvement of China's economic development level and the accelerating process of urbanization, the garbage produced in social life has also brought "unbearable weight" to the city. How to achieve the rationalization, standardization and management of garbage classification has become an urgent environmental problem for more than 200 domestic garbage production cities in China. At present, China's garbage classification mainly has two problems: front-end resident classification and terminal collection, transportation, and disposal, that is, low awareness rate, low accuracy of delivery and low utilization rate of resources. How to mobilize residents to conduct garbage classification, enhance the public awareness of environmental protection, and change the past fixed concept and garbage release behaviour is the most important part of garbage classification treatment.

The inheritance and advancement of social civilization is the result of the collective manifestation of municipal administration, social consciousness and living habits.

The major findings of that on July 1, 2019, Shanghai incorporated garbage classification into the legal framework, which ushered in the "era of mandatory garbage classification" and set off a wave of public opinion (Jiang Heng, 2020). In fact, whether it is administrative power, capital power, or civil organizations, when the issue of garbage classification is presented in front of people in a circular motion, it has huge significance. Urban residents' awareness of waste classification needs to be improved. And the knowledge of garbage classification needs to be clear and implemented.

The purpose of this research is to manage garbage classification of Haining City, Zhejiang Province as a case. And the methodology based on the perspective of polycentric governance, tease apart the government, enterprises, society and citizen's four main responsibilities, and puts forward to broad coalition government, market, the power of non-government and individual citizens, through WeChat official account, WeChat little applet garbage sorting recycling app such as multiple subject cooperation work to promote the effective implementation of the garbage classification policy, also for other Chinese cities to promote living garbage classification management experience.

Keywords: garbage classification; recyclable waste; no-waste cities; waste generation; resource recycling

INTRODUCTION

Why is China in such a rush to sort its garbage? In 2004, China surpassed the United States to become the world's largest waste producer (People's Daily, 2004) (Li Yanbin,2020). These discarded garbage does not disappear, there will be some day in the form of other forms, may be as the wind blowing, drinking water, coming back to our lives. Garbage classification is not only related to the quality of our living environment, but also an important embodiment of the level of social civilization.

1.1 Research Background: Garbage classification has become a new fashion.

In order to implement the important directive spirit of the state on the construction of ecological civilization, effectively promote the classification of domestic garbage, improve urban management services, create a good living environment and ecological environment, and improve the efficiency of garbage classification, this paper puts forward the construction of intelligent classification management information platform, and analyses the intelligent management methods. The construction of the platform is conducive to improving garbage classification Class an intelligent management level is a more accurate module of the intelligent sanitation management platform, which plays a good demonstration role for the integration of the intelligent sanitation management platform in the future.

1.2 Research significance.

Environmental management innovation aiming at good governance of environment.

1.2.1 Practical significance.

1.2.1.1 It can greatly improve the enthusiasm of the masses to participate in garbage classification and release.

In the case of benefiting others as well as oneself, throwing garbage can make money, which will improve the enthusiasm and initiative of people to participate in garbage sorting.

1.2.1.2 It can increase the economic benefits of waste treatment enterprises.

With the precise delivery of household garbage by the masses, enterprises can be helped to maximize the recycling and utilization of "recyclable" garbage, which invisibly increases the economic benefits of enterprises.

1.2.1.3 In line with the environmental protection requirements of waste resource utilization.

Recycling waste is the primary purpose and the best choice of waste disposal. At present, garbage classification is only carried out on a pilot basis in some cities, and most of the domestic wastes in cities mainly adopt landfill treatment and incineration treatment, which will bring some harm to the environment. To do well the classification of domestic garbage from the source can reduce the total amount of garbage that needs to be buried or incinerated, thus reducing the pollution to the environment (Xu Liwen,2021).

Through the classification of delivery, classification of collection, recycling of useful materials, waste into treasure. It can not only improve the utilization level of waste resources, but also reduce the amount of waste disposal. It is an important way and means to realize waste reduction and recycling

1.2.2 Theoretical significance.

There are many insoluble plastics, waste tires, scrap metal and so on in the garbage, which will not decay if buried for decades or even hundreds of years. There are also some harmful and toxic wastes in the garbage, such as waste batteries, chemical wastes, and medical wastes. Through garbage classification and collection, we can sort out the insoluble substances and harmful substances in garbage and make use of them or treat them specially to reduce environmental pollution.

It can realize the recycling of garbage and improve the recycling rate of waste. By sorting and collecting garbage, useful substances in garbage, such as wastepaper, waste glass and waste metal, can be recycled and utilized (Supervision,2018).

LITERATURE REVIEW

2.1 Environmental awareness.

Environmental awareness was first put forward in the 1960s. American scholar Roth proposed environmental literacy (Wang Min, 1999), which is like environmental awareness in concept. In 1992, the United Nations Conference on Environment and Development issued "Agenda 21" pointed out that: "environmental education is essential to promote sustainable development and effective public reference decision-making. The agenda recommends "reorienting education for sustainable development, raising public awareness and promoting training" (Zhang Yukang, 2020). In 1978, the American scholar Dunlap with Van Liere, put forward the concept of "new environmental paradigm"(Wang Min, 1999), it advocates a kind of new thought of interactive relationship between man and nature, the belief is to know the person is a part of the whole natural ecological system, believe in the existence of all kinds of limits, confirm the load capacity of the earth is not infinite, recognize the importance of the whole ecological system smoothly.

2.2 The concept and knowledge of garbage classification.

2.2.1 Concept of garbage classification.

Garbage classification refers to the general term of a series of activities that transform garbage into public resources by classified storage, classified delivery, and classified handling according to certain regulations or standards (Beijing et al., 2020).

2.2.2 Knowledge of garbage classification.

The purpose of classification is to improve the resource value and economic value of garbage and strive to make the best use of everything (Beijing et al., 2020). The classification and storage stage of garbage belongs to the private goods of the public. After the garbage is classified and put into the public, it becomes the regional quasi-public resources of the community where the public is located. After the garbage is sorted and transported to the garbage concentration zone or transfer station, it becomes the public resources without exclusion.

In developed countries such as Japan and Germany, garbage sorting and recycling has reached a high level. Has a wide popularity, with a special government departments and companies to carry out garbage classification and recycling work. For the residents of these countries, the idea of sorting rubbish has gone very far.

There are generally three methods of garbage classification and collection. The first is mixed collection, centralized sorting. At present, most cities in China still adopt such collection methods. Collect household waste centrally, and then transport to the garbage sorting station. The second is source classification. At present, some garbage classification pilot cities are Shanghai, Tianjin, Beijing and so on. The method of source classification has lower cost and higher benefit. The third is source classification, such as classifying garbage only into recyclable and non-recyclable garbage. Many city street bins take this form, but the effect is not very good, many residents still mix the two types of garbage.

2.3 Problem Statement

China's garbage classification is at a low level. At present, China's prefecture-level and above cities have fully started the work of household waste classification. By the end of 2020, 46 pilot cities will carry out mandatory household waste sorting first. On July 1, 2019, the Shanghai Municipal Household Waste Management Regulations was formally implemented, marking the first time that Shanghai has entered the era of mandatory waste classification. Forty-six pilot cities have drawn up plans for implementing the garbage sorting system. Shanghai, Xiamen, Shenzhen, Hangzhou, Ningbo, Beijing, Suzhou and other cities have set up systems for the sorting, transportation and treatment of household waste.

But overall, the coverage of garbage classification in China is still very limited. The current 46 key cities account for only about 7% of the country's total number of cities, and their progress is uneven. It can be said that China's garbage classification is still at a low level of development, and there are widespread problems such as low awareness rate, low accuracy rate and low resource utilization rate of garbage classification (Zhang Yukang, 2020). In contrast, the garbage classification problems of Haining City are mainly concentrated as follows:

2.3.1 How to classify the garbage for some of them are not clearly classified?

2.3.2 How to define recyclable and non-recyclable?

2.3.3 How to strengthen the publicity and popularization of garbage classification knowledge?

RESEARCH METHODOLOGY

3.1 Current situation of garbage classification.

The reason why urban residents are not enthusiastic about "classified voting". One is the classification consciousness is not strong enough. Second, the hardware is too small, for example, many communities, public places have not configured standard classification of garbage cans, some residents want to classification but not. Third, classification standards are too vague, some garbage do not know where to throw.

3.1.1 "What kind of trash are you?”

A lot of people don’t know how to sort the daily garbage well.

3.1.2 Across the country how to do the garbage classification?

3.1.2.1 Hefei City, Anhui Province.

Hefei is the first garbage sorting and recycling platform in China. Make an appointment with the public account to collect garbage and replace the corresponding daily necessities. The operation is very simple. Open the "City Service" of Alipay, select "Garbage Classification and Recycling", select the door-door address and door-door time according to the process prompts, and then you can sit and wait for the community collector to come to your door. After weighing and calculating the price, the income from selling waste will be automatically transferred to the withdrawal account set by the residents. For low-value recyclables, they can be exchanged for "energy" by weight. For example, 1 kilogram of plastic bottles can be exchanged for 1 kilogram of "energy", which can then be exchanged for physical goods or coupons at the environmental mall.

At present, the platform mainly provides door-to-door recycling services for two types of waste products. One category is used furniture, the second is wastepaper, glass, metal, fabric and other household waste, the two categories have covered the whole city of Hefei (Anhui Know Earlier,2019).

3.1.2.2 Huizhou City, Guangdong Province.
Introducing "Little Yellow Dog" to collect garbage for a fee.

Table 1: "Little Yellow Dog"

Source: Nanfang plus client" in Jinri Toutiao, 11.16.2018.

"Little Yellow Dog" will enter urban residential communities, office buildings and other public areas, and recycle waste plastics, waste paper, waste textiles, waste metals and other wastes according to local market prices in a paid way, helping residents to simply and easily complete garbage classification, and immediately return to cash, truly "turning waste into treasure". Its perfect self-owned recycling and shipping system, intelligent and efficient to complete the classification of recycling, to achieve the reduction of domestic garbage, recycling, harmless (Lu Hui,2018).

3.1.2.3 Guiyang City, Guizhou Province.

Set up a "green account" to reward residents for waste classification. In Guiyang, for full implementation of urban living garbage classification, innovation system and mechanism, the government establish a residents "green account" "environmental protection archives" reward mechanism, the correct classification on the residents living garbage can redeem a reward, to boost the work, strive to the end of 2020, realize the recycled waste recycling utilization rate of more than 35% (Luo Fei, 2019).

3.2 Japan is one of the first and most successful countries in garbage classification.

From the data, we can know that Japan began to implement garbage sorting and recycling in 1980, and now it has become the best country in the world. Currently, Japan produces only 410 kilograms of trash per person per year, the lowest in the world. And every year, trillions of yen of all kinds of resources can be recovered from garbage, such as rare earth elements, which are most used in electronic equipment. Japan can meet about 30% of its industrial demand by recycling garbage classification. No wonder some people say that garbage classification is the "invisible mine" of Japanese people (Wang Yu,2019).

Table 2: A cumbersome Japanese garbage classification manual

Source: Qilu Night News, June.5.2019

3.3 Waste Management System in Haining City

3.3.1 Haining household waste is divided into 4 categories.

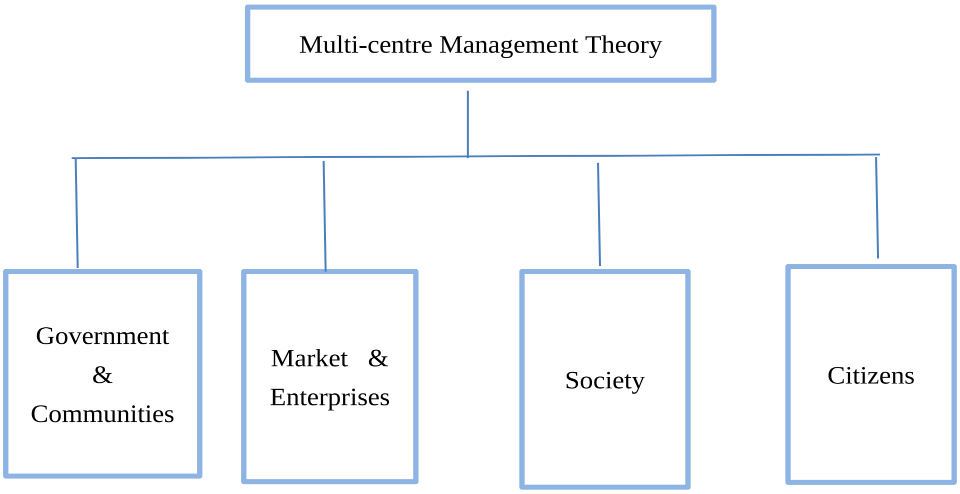
According to the relevant regulations on the classification and disposal of urban household waste in Haining City, garbage in urban residential areas can be disposed of in four categories. The first is "recyclables", mainly including paper, metal, glass, plastic products, pollution-free clothing, and rubber products, etc. The second is "kitchen waste", mainly including leftovers and western food pastries and other food residues, vegetable stalks and leaves, animal bones viscera, tea leaves, fruit residues, fruit shells and rind, used cooking oil, etc. The third is "hazardous waste", mainly including batteries, waste electronic products, waste light bulbs, expired drugs, expired cosmetics, hair dye, pesticide containers, herbicide containers, waste mercury thermometer, waste paint bucket, waste printer cartridges, toner cartridges, etc. Finally for "other garbage", mainly including paper, contaminated by pollution and cannot regenerate or other not recycled glass, contaminated plastic bags and other plastic products, contaminated clothing and other textile scrap, old ceramics, animal bones, women's health supplies, disposable tableware, cigarette butts, dust, etc (Wang Hanghui et al.,2016).

3.3.2 Multi-centre Management Theory Methodology.

Four main responsibilities: Government, enterprises, society and citizens in Haining should take the responsibilities of the waste classification.

In the 1970 s, during a long-term social empirical research, American scholar Ostrom couples found that the management of public affairs should break the traditional government monopolies or market to provide a single supply mode, and set up under the framework of government, market, society, the three dimensional "polycentric governance" mode, to effectively overcome not simply rely on market and government (Xiong Guangqing et al.,2018). The core point is that formally independent multiple power or decision-making centres, through cooperation and competition, jointly achieve public affairs governance and provide public service quality (Du Chunlin et al.,2019). The multi-centre management dimension structure is shown in Figure 1.

Figure 1: Polycentric governance dimension structure chart



3.3.2.1 Government & Communities

Under the theory of multi-centre governance, the responsibility and management mode of Haining Municipal Government have been transformed. The government is no longer a single subject but participates in social life together with other subjects such as enterprises and society. The maximization of citizens' interests and the diversification of citizens' demands can be realized through the mutual competition and cooperation of multiple subjects. The government makes decisions from the following two aspects: on the one hand, it should change the management way and means, and change the direct management into the indirect management. On the other hand, we should build a bridge to communicate with social organizations. Equal communication and consultation with other subjects should be realized, and a macro management framework and code of conduct for each participant should be formulated to ensure effective governance of the society.

Haining Municipal People's Government implements a subsidy mechanism for the declaration and acceptance of residential areas that carry out garbage classification, removal of barrels and construction of containers, regular and fixed delivery, and intelligent weighing supervision (Haining City Municipal People's Government Office, 2020).

Table 3: Haining Municipal People's Government Subsidy Standards

Subsidy Programs	Proportion of subsidies at the municipal level		Maximum subsidy unit price	
	Xiashi Street & Haizhou Street	Other towns & streets	Xiashi Street & Haizhou Street	Other towns & streets
One-time investment	50%	30%	¥2500/㎡	¥1500/㎡
The origin land regreen	50%	30%	¥100/per	¥60/per
Perennial operation and maintenance	50%	50%	¥4000/㎡/Year	¥4000/㎡/Year

Source: Haining Municipal People's Government Office on 3rd, June,2020

3.3.2.1.1 The relevant regulations should be perfected.

In addition to the promulgated municipal waste classification management measures and regulations, it is necessary to introduce supporting policies to promote the effective implementation of the waste classification system. Specifically, it includes clarifying the responsibilities and obligations of the administrative departments of ecological environment, housing and urban and rural construction and other relevant departments. Formulate guidelines for household waste classification and release, and uniformly mark the configuration requirements and colour patterns of classified collection containers. The common waste varieties and specific reward and punishment systems are detailed. Continuously refine, perfect, and improve the measures according to the implementation situation. We will implement the extended producer responsibility system, restrict the use of disposable goods by social enterprises and organizations such as hotels, the catering industry, and public institutions, and promote the reduction of waste at source. Improve the operation standard and vehicle update and maintenance in the process of household garbage removal and transportation.

3.3.2.1.2 Policies and measures need to be strictly implemented.

In the early stage, staff will be sent to various districts to hold symposia to collect opinions and suggestions, and the specific contents of policies will be strictly implemented in the implementation process, so as to ensure that garbage will be placed, transported and dealt with on a regular basis, and problems will be found to supplement and adjust policies in a timely manner, so that policies and measures can adapt to social development.

3.3.2.1.3 Encourage citizens to actively participate in garbage classification.

The government should, through the combination of coercion and incentive measures, urge the public to change from the passive audience of garbage classification to the active driving force of garbage classification, change the "object" to the "subject", and finally become the promoter and advocate of garbage classification. At the same time, not only should the whole process of garbage disposal be made public to protect citizens' right to know, but also should broaden the supervision channels for citizens, set up reporting telephone and complaint mailbox, and strictly implement the punishment system for violating regulations.

3.3.2.2 Market and enterprises

The market is highly efficient, sensitive and can respond quickly to social development. Under the framework of the theory of multi-centre governance, the governance of public affairs not only needs the strong support of the government's publicity and centralization, but also needs the participation of the market to take advantage of its "cost-benefit" processing idea as an effective supplement to social governance. In the process of garbage classification, the proper introduction of market mechanism and competition mechanism can effectively improve the level and quality of public service. Internet start-ups need to keep up with market trends. We will develop garbage classification inquiry apps or small programs to facilitate citizens to inquire about the garbage category anytime and anywhere. Waste treatment enterprises use intelligent technology, the establishment of information platform, the use of AI identification and other emerging technological means to improve the efficiency and industrialization of waste classification, for example, through the "smart trash can" to relieve the pressure of crowded, office buildings and public places waste mixed into the disaster areas. Establish a whole-process garbage classification information platform, gradually realize the informatization of garbage classification, realize the real-time data display of household garbage classification, cleaning, transportation and disposal, whole-process tracking and traceability of household garbage, and online identification of garbage quality. AI recognition technology is used to analyse the quality and quality of garbage classification in real time, and cameras are installed in the tailboard of the garbage collection and transportation vehicle, garbage transfer centre and garbage resource recycling plant to record the whole process of garbage collection and transportation. So that the responsible party can be quickly identified when problems such as classification and transportation fail to meet the requirements can be held accountable (Sun Xiang et al.,2019).

3.3.2.3 Society

3.3.2.3.1 Linguistics of garbage classification.

From the linguistic point of view, let the ordinary people of garbage classification confused category name is an important reason of the fuzzy and lack of distinctiveness: "wet garbage" is not all the "wet" junk. "Junk" is "other garbage, and it is in addition to wet garbage recycling, hazardous waste, waste of the others". To call perishable restaurant waste "wet waste" follows folk standards, not scientific ones: just as "whales" are not fish. "Wet waste" has fewer words than "kitchen waste" or "perishable waste". It follows the economic principle of language, but it is easy to cause misunderstanding. For example, many people do not understand that lobster shells are wet waste and oyster shells are dry waste. The difference between the two is simple: Lobster shells are prone to decay, while oyster shells are not (Zhao Wei, 2019).

In view of this, we suggest that classification names such as "dry waste" and "wet waste" should not be used, but "perishable waste" (or "kitchen waste" or "food waste") and "non-perishable waste", so as to facilitate the public's understanding and distinction (Zhao Wei, 2019).

3.3.2.3.2 “What kind of trash are you?”

PIG Garbage classification tips: The garbage that pigs can eat is kitchen waste. The garbage that pigs will be poisoned to death is harmful garbage. The garbage that even pigs don't want to eat is other garbage. And the recyclable garbage can be sold to buy pigs with the money.

3.3.2.3.3 Haining Garbage Classification Festival.

By the end of this year, the coverage rate of household waste classification in all fields from edge to point in Haining shall reach 100%. The utilization rate of resources shall reach more than 95%. The harmless treatment rate shall reach 100%, and the growth rate of household waste shall be controlled within 1%. In order to better promote the city's garbage classification work, combined with the consolidation and promotion of the national civilized city, Haining has set the 25th of each month as the "National Action Day for Domestic Waste Classification" from March, to ensure the continuous and strong garbage classification through the focus on team building (Zhejiang Daily,2019).

Table 4: The 1st “Activity room+ garbage classification box-room” in Haining

Source: The 1st “Activity room+ garbage classification box-room” in Haining

The first village-level intelligent waste sorting experience library in Jiaxing City was officially opened in Xucun Town, Haining City (Zhejiang Daily,2020).

In order to further popularize garbage classification knowledge and promote residents' awareness of garbage classification, from this year's International Consumer Rights Day, Haining Municipal Environmental Sanitation Department recommends the newly opened Haining Municipal Garbage Classification Interactive Experience Base -- Haining Municipal Garbage Classification Publicity and Education Center for all citizens. To shorten the interactive experience between people and household waste classification (Zhejiang News,2016).

Haining's first intelligent management system for garbage classification, cleaning and transportation has been launched in Jianshan New District, Huangwan Town (Haining Municipal,2020).

3.3.2.4 Citizens

As an important subject in modern society, citizens' participation consciousness has a great impact on the handling of public affairs and the provision of public services. The mandatory garbage classification policy (Yu Junbo et al.,2019) is a thorough change of the traditional "throwaway" garbage discharge mode and a subversion of people's living habits. The difficulty of implementation can be imagined. However, in the process of garbage classification, residents are undoubtedly the direct implementers of garbage classification. The degree of recognition and implementation of garbage classification by residents is the premise and basis of domestic garbage classification. Therefore, the comprehensive implementation of garbage classification requires citizens to reverse their original ideas and cultivate their awareness of garbage classification.

FINDINGS AND DISCUSSION

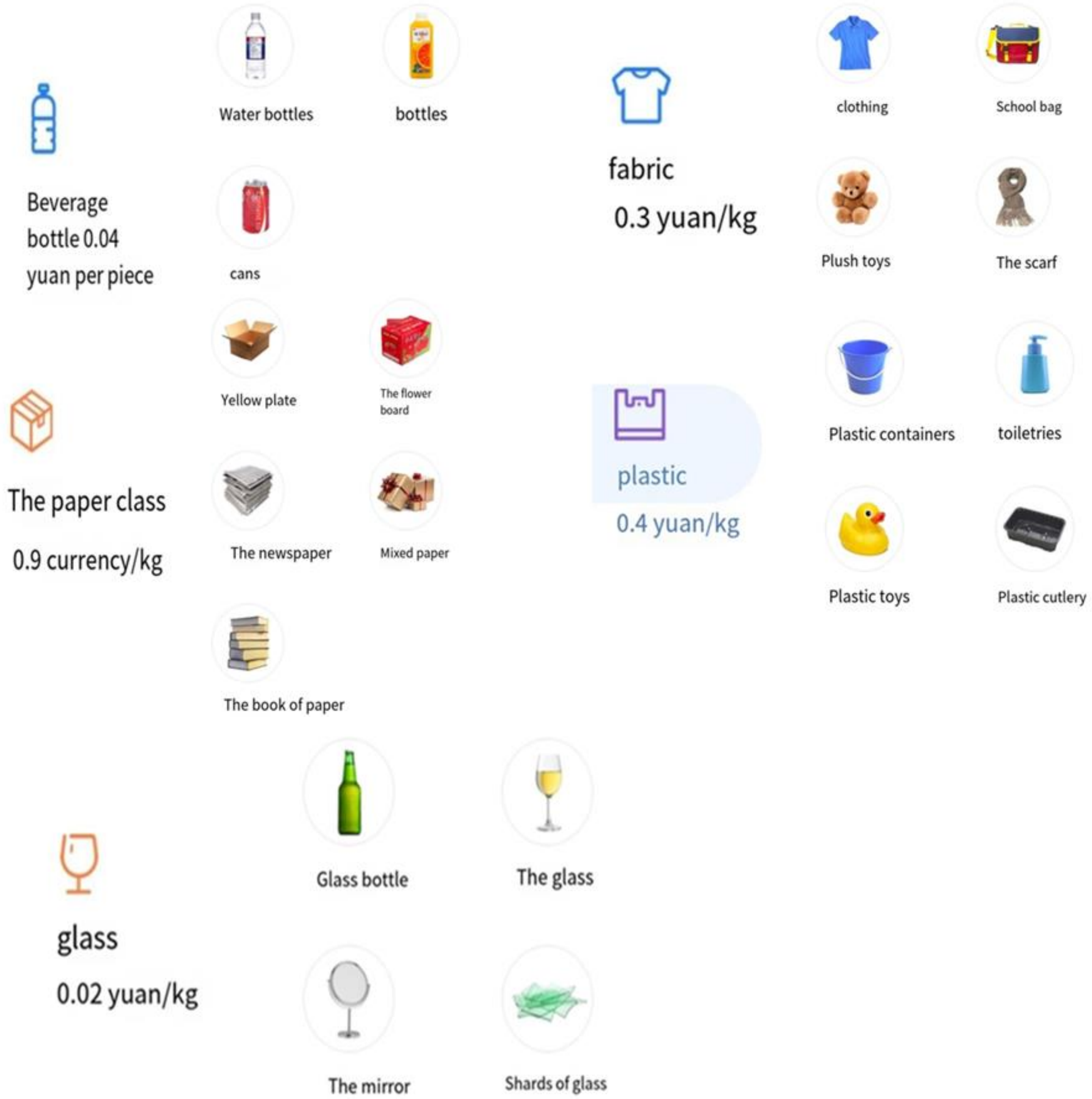
Garbage Classification Applet "Huanzheli Recycle".

Use WeChat public platform to optimize the dissemination of garbage classification knowledge.

"Huanzheli Recycle" recycling is a large-scale public welfare project of Haining Kangyuan Renewable Resources Technology Co., Ltd., which is mainly engaged in garbage front-end classification and reduction and recycling of renewable resources. The company with modern logistics technology, car wisdom network technology, intelligent Internet technology and the Internet information for big data technology to support, under the government guidance and the joint efforts of all parties, comprehensive build a "wisdom logistics + smart Internet" driven system of renewable resources recovery, through online recovery industry ecosystem, to the masses, enterprises and institutions, commercial complex, recycling, renewable resources for industry, garbage disposal units, such as organic integration, to create a complete set of renewable resources recycling chain, greatly reduce landfill burning garbage, solve the problem of recycling the last kilometer. "Huanzheli Recycle" intelligent recovery system is mainly through the use of advanced intelligent Internet of smart car recycling equipment, networking logistics pickup system, professional distribution centers and the Internet information data platform, in-depth community, from the source of waste recycling service site overall layout, to the life in the garbage can use to establish "intelligent", "digital", "integration of all-round, the whole area, plus the public service" type system of recycling service, fundamentally solve the source separation of waste reduction, recycling and harmless (Huanzheli Recycle WeChat Official Account,2020).

Huanzheli Recycle carry out paid recycling. Recycled categories and prices are as table 5 and table 6.

Table 5: Recycled Categories and Prices of Huanzheli Recycle



Source: Huanzheli WeChat Official Account, trans by Longfei Sun

Table 6: Huanzheli Recyclable Garbage Sorting Bin

Source: Huanzheli WeChat Official Account

CONCLUSION

To sum up, garbage classification can bring effective benefits to various fields of society. According to statistics, Haining started the construction of garbage classification, classification collection, classification transportation and classification treatment system in 2018. Haining city are equipped with 122 classified transport vehicles, 268 residential communities, 101 Party and government organs and state-owned enterprises have basically realized the full coverage of household garbage classification. The work list of 22 types of mandatory classification places has been clarified and is being combined. The annual output of household waste was 357,600 tons (including kitchen waste), down 14.5 percent from the same period in 2018 (Yang Pingping, 2019)

After the classification of garbage collection has a huge economic value: every use of a ton of wastepaper, can make paper 800 kilograms, equivalent to saving 4 cubic meters of wood or less cut down trees for 30 years of 20 trees. Each ton of using scrap iron and steel, can be extracted and steelmaking 900 kilograms, equivalent to saving 3 tons of ore. One ton of recycled waste glass can produce a piece of flat glass the size of a basketball court or 20,000 500-gram bottles. Using 1 million tons of waste grain to process feed can save 360,000 tons of grain for feed and produce more than 45,000 tons of pork (Supervision,2018)

5.1 Willingness and influencing factors.

In the case of self-interest, waste classification can make money and improve everyone's enthusiasm and initiative to participate in garbage classification. Create a healthy living and working environment and built no-waste cities.

5.2 Participation and influencing factors.

Can increase the economic benefits of garbage disposal enterprises. With the people's accurate release of life garbage, it can help enterprises to maximize the resource recycling and utilization of "recyclable" garbage, which increases the economic benefits of enterprises.

5.3 Satisfaction and influencing factors.

Meet the environmental requirements of waste resource utilization. Recycling garbage is the primary purpose and best choice of garbage disposal. At present, the garbage classification is only carried out in some cities. In most cities, the household garbage is mainly landfill treatment and incineration treatment. From the source, do a good job in the classification of household garbage, which can reduce the total amount of waste that ultimately needs to be buried or burned, to reduce the pollution to the environment.

5.4 Opinion.

Of course, the implementation of the "Internet + garbage classification" model does not mean that garbage disposal can be achieved overnight, and there is still a lot of work to follow up. Perseverance and persistence!

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STUDY ON IMPROVING STRATEGY OF K AIRLINES SERVICE QUALITY MANAGEMENT.

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ABSTRACT

Purpose: This paper conducts a detailed analysis of the service quality of K Airlines and provides the company with scientific and effective auxiliary tools to help the company find its own shortcomings, adjust and optimize the shortcomings, so as to improve the service quality. Research methods: Literature research is used in this paper. Field interviews and other methods are used to understand the latest research trends of service quality evaluation, track the latest theoretical frontier, sort out the existing problems and provide reference.

Findings: K airlines service quality system needs to be further perfect, should strengthen basic security work, improve the flight on time, improve the quality of remedial services, improve passenger service experience and so on aspects, at the same time, strengthen the communication with other business units based on passenger demand, strengthen information tells the service, improve customer care center.

Research value: in this paper, the study of K airlines can make the theory of service quality play a promoting role in the Chinese civil aviation industry, in order to realize the civil aviation in the breakthrough of service quality management, to help airlines find themselves K deficiency, then is insufficient to adjust, to provide basis for management decisions.

Keywords: airlines, quality of service, perfect

INTRODUCTION

1.1 Research background

With the rapid rise of China's civil aviation industry, the level of hardware has been greatly improved. After upgrading and optimizing the basic equipment, it is gradually in line with the level of international civil aviation transportation. At the same time, the service quality of civil aviation transportation industry has a long way to go. The positioning of civil aviation transportation industry is a development direction that domestic airlines need to pay attention to in the service industry. In order to achieve the international first-class service quality level, we must establish and perfect the service quality evaluation system, take the customer's demand as the direction, change the service quality homogenization phenomenon. China's civil aviation industry is in the critical period of development and transformation, with the goal of increasing kinetic energy, adjusting structure and transforming mode as the reform, improving the quality of aviation service, based on market demand, strengthening quality construction, and making great efforts in innovative technology, management strategy and evaluation and supervision. For customer complaint feedback, baggage loss, late arrival, flight delay and other issues of humanistic detail care, maintain the airline brand image, and then enhance the airline market competitiveness. Nowadays, many large airlines around the world increase their visibility and influence by improving customer satisfaction. In order to improve passenger satisfaction, airlines with service as the core must take passenger demand as the direction. Whether K airlines insist on taking passengers as the center determines whether K airlines can develop sustainably. This paper makes a detailed analysis of the current service quality system of K airlines, finds out the problems existing in the development, and then puts forward some suggestions for improvement, which can help K the continuous improvement of the core competitiveness of the airline market.

1.2 Purpose and significance of the study

1.2.1 Research Purpose

Service quality management system is a quality management model necessary to achieve service quality objectives. A good airline, in order to achieve all-round development, or to have a stronger competitiveness between the same industry, we must constantly improve and improve the quality of service. Civil aviation industry is a high-end industry, a typical window service industry, to a large extent, it reflects the overall service image of a country. At present, the service quality of airlines is one of the important factors in the competition of major airlines in the world. With the process of economic globalization, the civil aviation market has poured into a large number of international airlines, private airlines have sprung up, and Chinese airlines still have many shortcomings in service quality. Specifically, Chinese airlines pay too much attention to the impact of ticket prices on passengers, ignoring the important role of service quality on customers, and homogeneous services can not stand out in the fierce market competition.

As a result, under the guidance of the following objectives, the K airlines have carried out a comprehensive quality of service analysis:

1. Aim at the current development of service quality of K airlines, find out the key factors that hinder the improvement of service quality of airlines, take the actual needs of customers as the guide, establish and perfect the service consciousness and service evaluation system of the company, so as to grasp the passenger demand more accurately and provide accurate, differentiated and high-quality service for passengers. On this basis to create a corporate image, improve the influence of the company.

2. Carefully grasp customer needs, rely on scientific and technological progress, scientific management and other means to improve service quality, thereby improving passenger satisfaction.

3. Through the true feelings service, with professional, true feelings and excellent quality service, to improve passenger loyalty and product viscosity, from the passenger demand, highlight the quality of service, cause passenger resonance, form emotional interaction.

1.2.2 Research Significance

At present, the major international airlines pay more and more attention to the improvement of service quality, and the path of promoting the development of enterprises by improving customer satisfaction has reached a consensus. In the process of improving customer satisfaction, the company should have the pursuit and goal of high quality and high efficiency. K aviation as a transportation service enterprise, if we want to continue to maintain the advantage in the fierce competition, we must take the construction of perfect service quality system as the future development strategy of the company.

Through consulting the data of K airlines about service quality, analyzing the current situation of service quality construction of the company, and putting forward some suggestions for improvement, it is hoped that the research on K airlines in this paper can promote the theory of service quality in China's civil aviation industry. In order to achieve a breakthrough in service quality management.

At the same time, it is hoped that by diagnosing the problems existing in the development of K airlines, we can help the companies to find their own shortcomings, and then adjust them to provide the basis for the decision of the management of the company.

1.3 Status of research

From the current development of aviation industry, China's current research on aviation service quality is far from enough, service quality is not high. The service objectives of CAAC in 2018 are to thoroughly implement the general idea of civil aviation work put forward by CAAC, to link up with the spirit of civil aviation work conference under the guidance of the 19th CPC National Congress spirit of the Party, to establish a new concept of development, to pay attention to the unity of social and economic benefits, to enhance the ability of independent innovation, to improve service quality by means of scientific and technological progress and scientific management, to reduce baggage transport error rate, customer complaint rate, to improve the normal rate of airport originating flights, and ultimately to improve customer satisfaction. Improve service quality and satisfaction under the requirement of improving quality control ability. Service quality management mainly refers to the quality management of service industry, but also includes design quality control, process quality control, brand creation, after-sales service management and so on (Wang Yun, 2002). Strengthen the timeliness of service remedy, attach importance to marketing, set up correct service concept, improve service standards, and clarify customer needs (Pan Xin and Xiao Zhipan, 2002). At present, the domestic air transport industry has been greatly developed. However, in the process of rapid development, there are many problems in its service quality, which seriously affect the consumption experience of passengers, and damage the brand construction and corporate image of civil aviation service industry. Hinder the pace of development to civil aviation power (Wang Yukun, 2019). Passengers are most concerned about the safety of flight, followed by catering services on board, aircraft delay rate, remedial measures after delay, and so on (Xu Mei and Chen Lihua, 2001). With the continuous development of economic level and the increasing material demand of the people, the service level of various industries is constantly improving and the service concept is constantly updated. Civil aviation service is the service that passengers enjoy when taking civil aviation aircraft. The level of service affects the aviation experience of passengers, so airlines should pay attention to service and improve service quality. In view of some problems in the process of aviation service, this paper further expounds how these problems restrict the development of airlines. In order to solve these problems, airlines should establish service quality system to provide high quality service and promote the development of airlines (Lu Pan 2018). The factors that have an important impact on passenger satisfaction are aviation service quality and consumer emotion (Yu Wenying and Li Jingxun 2019).

1.4 Contents and Methods of Research

1.4.1 research content

This study selects K airline's service quality as the research object, on the basis of analyzing the service present situation of the company, taking the aspect of low passenger satisfaction as the breakthrough point, points out the problems existing in the K airline. According to the problems faced, consult the relevant theoretical research, analyze these problems, get the crux of the problem, and find out the reasons and finally put forward the solution ideas and specific solutions.

1.4.2 research methodology

1.4.2.1 research methodology

(1) Literature research

Consult the literature, understand the latest research trend of service quality evaluation, track the latest theoretical frontier in China, and provide reference and reference for this paper.

(2) Field interviews

Face-to-face communication between passengers and staff on the spot, understanding the situation and short board, combing the existing problems, and combing the demand factors of passengers to provide the basis for reasonable prediction.

(3) Questionnaire

Make relevant questionnaires for passengers and employees to fill in the field, grasp the problems and expectations of the hub service efficiency, and lay the foundation for the subsequent improvement of service efficiency.

2. Related Concepts and Theoretical Basis

2.1 Quality of Service Theory

2.1.1 Definition of Service Quality

Service quality refers to the degree to which the needs of the service are met, and the characteristics and characteristics of the services provided to meet certain requirements and potential needs. The quality of service needs to be felt by the customer, that is, the quality of service depends on the subjective evaluation given by the customer, which is determined by the comparison between the customer's service expectation and the actual feeling (Fitzsimons ,2013). Therefore, the quality of service has the characteristics of tangible, reliability, responsiveness, assurance and empathy.

2.1.2 Content quality of service

For services, while service providers produce services, service recipients are also consuming services, and consumers are direct participants in services. From the consumer's point of view, the evaluation of consumption quality not only needs to refer to the service results, but also needs to consider the experience in the service process.

2.1.3 Relationship between quality of service and customer satisfaction

Service quality represents the difference between users' feelings and expectations of service products, and its effect is reflected in customer satisfaction.

In the 1990s, due to the wide application of modern marketing theory, customer satisfaction theory was promoted. The theory points out that customer satisfaction refers to the degree of satisfaction of customer needs, which includes implied needs in addition to explicitly proposed needs (Fitzsimons ,2013). If the customer's feelings are consistent with or exceed expectations, it indicates that the customer's satisfaction with the quality of service is high. If customers feel that their needs are not met, customer satisfaction is relatively low. Therefore, the quality of service that can be felt is also closely related to customer satisfaction.

3. K Status Quo of Aviation Service Quality Management

3.1 Introduction of K Airlines

K Aviation was established in early February 1991, and jointly implemented the management model of "one set of institutions, two brands" with the Guangzhou Administration of Civil Aviation. On October 11, 2002, K Airlines, China Northern Airlines and Xinjiang Airlines were integrated and reorganized to establish K Airlines Group Company, which became one of the three major airlines under the central government. The group’s headquarters is located in Guangzhou and focuses on shipping business. Businesses such as real estate, media advertising, finance, import and export trade and aircraft engine maintenance are supplemented. On November 16, 2017, the company was renamed K Aviation Group Co., Ltd., and the nature of the company changed from private to state-owned.

At present, K Airlines is actively entering the new Beijing Airport, clarifying the strategic layout of creating a Guangzhou-Beijing "dual hub", and making every effort to build a Beijing aviation hub parallel to Guangzhou. It is expected to carry nearly 40% of Beijing's air transportation business and realize global routes. The wide coverage. According to the construction plan, by the end of 2025, the company will have a total of 250 passenger and freight transport aircraft in the Beijing Air Hub, with an average daily take-off and landing frequency of nearly 1,000.

3.2 K Airline Service System

The departments involved in the K aviation service system include:

1. First-level unit

Product Service Management Department: responsible for service quality management related work;

2. Secondary unit

Ground Service Guarantee Department: responsible for ground service work, such as checked baggage, ground handling and check-in, etc.;

Flight corps: responsible for pilot operations, safety, technology, etc.;

Maintenance Engineering Department: responsible for aircraft maintenance and other repair and maintenance work;

Cabin Department: responsible for cabin services during the flight;

Marketing Committee: Undertake marketing agency marketing related work;

Operation command center: responsible for daily flight schedule and personnel deployment;

Aviation Hygiene Management Department: responsible for aviation hygienic management and guarantee work, and provide medical-related appraisals.

3.3 K Airline Service Products

K Air’s service products are diversified, and products can be classified according to different standards:

Classified according to the service process, service products include complaint service, flight irregular service, cabin service, baggage service, check-in service, check-in service, waiting service, ticket collection service and ticket booking service, etc.;

Classified according to the management module, the service products include complaint service, abnormal flight service, airport pick-up service, air service, ground service and ticketing service, etc.;

Classified according to class service, cabin service products include economy class service, pearl class service, business class service and first-class service.

Classified according to passenger service, the service products of the passenger club include gold card member service, silver card member service and regular card member service.

Classified according to characteristic services, characteristic service products include small animal consignment service, mobility-impaired passenger service, unaccompanied elderly service, kapok child flying service and baby cradle service, etc.

3.4 K Airline Service Management Process

The service management process of the airline is often constructed according to a specific logical chain, from production to realization, covering the expectations and needs of passengers, factors affecting service quality in airline services, etc.

The service quality management process of K Airlines can be divided into 6 modules, which are divided into market research module, service project development module, service realization module, customer evaluation module, internal self-evaluation module and service quality reflection module in order of priority. Among them, the two most important modules are the first two modules, which play a decisive role in the service quality of the airline. According to Figure1, after passenger demand has been adopted by airlines, some internal reforms, such as revision of manuals and optimization of procedures, have been adopted. When the needs of passengers are met, the service quality evaluation will be improved.

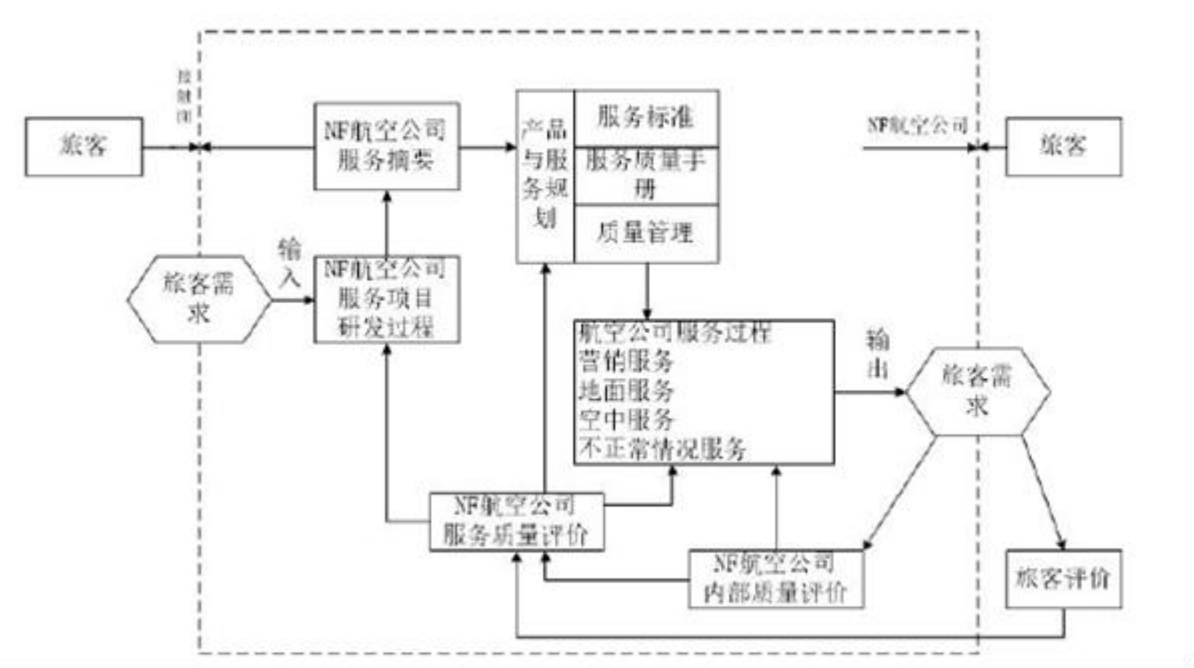


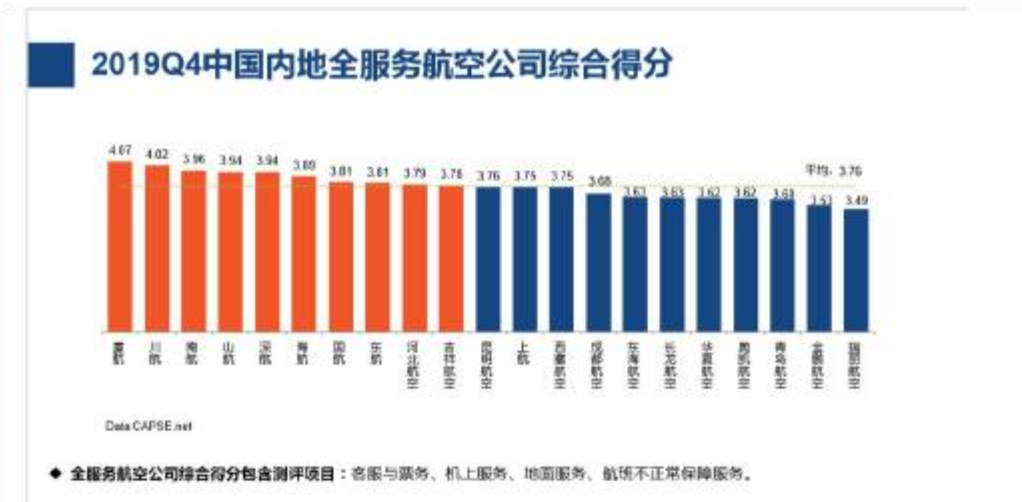
Figure1 K Airline service quality management process

Analysis of K Airlines' Service Quality Issues

4.1 Unable to effectively remedy service errors

Judging from the comprehensive scores of mainland Chinese airlines in Q4 2019 (Figure2), Air K’s ranking among mainland Chinese airlines is still relatively high, but from the questionnaires collected, passengers can’t respond to service failures in a timely manner. The gap between the expected value of effective compensation and the perceived performance is the largest (1.7). The expected value of this project is 6.6, indicating that passengers value this point very much, but the perceived performance is only 4.9, indicating that passengers are also very disappointed with this point, and that K Air needs to improve the quality of service in this area. From the first issue of the Civil Aviation Administration's complaint briefing in March 2019, the Consumer Affairs Center of the Civil Aviation Administration (hereinafter referred to as the Civil Aviation Administration) received a total of 179 complaints about K Airlines in March, mainly focusing on irregular flights (32.40%), ticket sales services (20.11%), luggage transportation (16.20%), challenge rules (14.08%), etc. These four categories accounted for as high as 83.79%. It can be seen from these data that these complaints belong to K Airlines’ failure to effectively remedy service errors in time. Of course, there are also some unreasonable complaints such as challenging rules. This type of complaint is mainly due to passengers’ complaints to K Airlines. Some ticket sales rules and business rules do not agree, but this also reflects that the communication between K Air sales staff and passengers may not be in place. After the passenger expresses his dissatisfaction intentionally, he hopes that the service provider will take certain measures and actively respond to his request. The initial idea may just be a statement from the airline to allow the company to proactively disclose some information or reply in time. Passengers' consultation can avoid some complaints, and these feedbacks themselves are an integral part of the high-quality service of civil aviation. Therefore, on the one hand, those that cannot be solved immediately should also be provided with feedback to passengers in a timely manner to enhance their sense of acquisition and identification.

Figure2Comprehensive score of full service airlines in China's mainland



Source of information: CAPSE network

4.2 Unable to meet the normal needs of passengers on flights

According to the statistics of Changzhun, Table1 is the statistics report of the top ten domestic passenger airlines and global airlines in terms of on-time arrival rate in 2019 according to the statistics of Changzhun. China's airline giants have all entered the global market. Among the top ten mid-sized airlines for punctuality rate, Shandong Airlines has the highest on-time arrival rate among the top ten major passenger airlines in mainland China in 2019. Shandong Airlines has a port punctuality rate of 88.16% and an average delay time of 11.87 minutes. Compared with the same period last year, Shandong Airlines' punctuality rate increased the fastest, with a year-on-year increase of 2.85%; K Airlines increased by 1.62%. (The on-time arrival rate of major Asia-Pacific airlines ranked tenth in 2019).

Table 1Ranking of on-time punctuality rates of the ten major passenger airlines in China's mainland in 2019

Ranking of the top ten major passenger airlines in mainland China for on-time arrival rates in 2019						
Rank	Two-character code	Major passenger airlines	Actual arrival flight volume	On-time arrival rate	Year-on-year increase	Average delay time to arrival (minutes)
★1	SC	Shandong Airlines	205828	88.16%	2.85%	11.87
★2	FM	Shanghai Airlines	129611	86.93%	1-16%	12.94
★3	CZ	southern Airline	781886	86.79%	1.62%	14.92
4	MU	Eastern Airlines	793251		0,74%	1419
5	3U	Sichuan Airlines	220815	&SA8%	1^2%	14.50

6	CA	China International Airlines	490390	84.11%	-0.39%	16.66
7	HU	Hainan Airlines	277203	84.27%	0.52%	16.92
8	GS	Tianjin Airlines	130779	83.03%	-3.63%	19.60
9	ZH	Shenzhen Airlines	260707	80.75%	0.24%	20.01
10	MF	Xiamen Airlines	236129	79.97%	-0.66%	19.12
Data source: Feichangzhun APP						

Source: Fei Changzhun

In the 2019 TOPIO list of global large and medium-sized airlines on-time arrival rate (see Table 2), All Nippon Airways is the world’s largest airline on-time arrival rate, and Copa Airlines is the top-ranking mid-sized airline’s on-time arrival rate; In the list of the world’s major airlines on arrival time, China’s civil aviation company is not on the list, Japan Airlines ranks 2nd, and Korean Air ranks 3rd.

Table 2 2019 TOP list of punctuality rates for global large and medium-sized airlines

TOP list of global large and medium-sized airlines on-time arrival rates in 2019							
category	Rank	Two-character code	airline	country / region	Driver's arrival flight volume	On-time arrival rate	Average delay time to arrival (minutes)
Large aviation the company	★1	NH	All Nippon Airways	Japan	392961	94.60%	4.32
	*2	JL	Japan Airlines	Japan	301203	94.46%	4.74
	★3	KE	Korean Air	Korea	152223	94.41%	4.64
	4	GA	Garuda Eagle Airlines	Indonesia	171467	94.94%	4.75
	5	SU	Russia Airlines	Russia	360805	94.84%	7.17
	6	IB	Iberia	Canary Islands, Spain	212623	93.98%	6.05
	7	NZ	Air New Zealand	new Zealand	1S6553	93.67%	6.61
	8	EK	Emirates	United Arab Emirates	187015	93.67%	6.98
	9	QR	Qatar Airways	Qatar	1S5735	93.05%	8.85
	10	SK	Scandinavian Airlines	Sweden	28342S	92.41%	7.7B

Source: Fei Changzhun

According to the statistical data, the actual on-time rate of global airlines that fly regularly to the port. Although compared with several other domestic airline giants, K Airline has a pretty good rate of actual airline arrivals. Performance, but if compared with international multinational airlines, K Airlines has a short board in the on-time arrival rate. The world's first, All Nippon Airways’ punctuality rate is 94.60%, and K Airlines’ punctuality rate is only 86.79%. , The difference is 10.15%. In fact, Japan’s airspace resources are not much richer than ours, and there are also many restrictions. For example, Japan’s airspace has a "Yokota airspace" controlled by the US military. There was a news about Japan before. In order to welcome the 2020 Tokyo Olympics, it was planned to substantially increase the number of international flights at Tokyo Haneda Airport and a new route was established. However, the new route briefly flew over the US military's "Yokota airspace" and was rejected by the US. Therefore, it shows that the on-time rate of flights can be improved through internal optimization of the company. From the results of the questionnaire, it can be understood that the passengers surveyed by Airline K have higher expectations for the actual punctuality of flights (6.4). However, the customer's actual feeling value is only (4.1), and the difference between the expected value and the feeling value is 1.3. Ranked second among all options, it shows that K Airlines has a high degree of dissatisfaction among passengers in terms of on-time arrival rates. Generally speaking, the main reason that passengers use airplanes to travel is because airplanes are convenient and fast. If the flight delay rate is severely deviated from the customer's expectations, the airline's own advantages will be greatly reduced. In short, Flight delays, on the other hand, airlines have passively extended the service time for passengers and increased service links. These processes may cause work errors and make some previous efforts such as ticketing services and check-in services. It is in vain and requires flight attendants to spend more experience on in-flight services to appease passengers and provide flight irregularities guarantee services. Therefore, the increased workload due to flight delays is conceivable. Airline K should formulate corresponding rescue measures based on the key problems exposed by the corresponding service quality.

4.3 Failure to respond to passengers' service needs in a timely manner

Respond to passengers' service needs in a timely manner. This option actually has a certain intersection with the failure to remedy service errors in a timely manner. From the collected questionnaires, there is a relationship between the expected value of passengers' timely response to service needs and perceived performance. The gap is the largest (1.2). The expected value of this project is 6.1, but the perceived performance is only 4.9, indicating that the passenger experience is relatively poor. I personally think that the main reasons are twofold: on the one hand, with the continuous development of the country, the awareness of passengers is constantly enriched and improved, and sometimes passengers will put forward many requirements beyond the ability of frontline workers, and these needs are based on the existing requirements. The management structure needs to be reported layer by layer or coordinated with external orders. For example, a passenger uses K Airlines' customer service hotline to propose a flight to be taken in a few days, and the passenger needs to take a wheelchair to board the plane. From the perspective of passengers, it is a simple requirement, but the airline needs to do a lot of work behind it. For example, it needs to coordinate the planes that carry out this flight on the day to park on the bridges of the origin and destination airports, and also need to do A good backup plan is to use resources such as barrier-free lift trucks in case the airport resources are tight and the bridge seats cannot be provided at that time. If there is no relevant plan in advance, it takes time to coordinate and communicate. There are many similar and such needs. For example, I want to bring my pet dog on the plane, go to the airport to go through the procedures for unaccompanied children and find that the number of people is over. The other aspect is the problem of our system. If the needs of passengers involve more sensitive content, front-line service personnel can directly choose whether to answer or not. If they answer, they may have to bear some consequences, often they will choose not. Answered, and then said to tell the passengers this question, I want to ask our leader. For example, about the arrival change policy, flight delay arrangements and so on. Judging from the questionnaire, passengers have not paid much attention to some of the excuses of frontline service personnel. The improvement in this area is mainly in two aspects. On the one hand, it is necessary to improve these occasional requirements. Each operation must draw inferences from one another and make corresponding plans. The other is to clarify responsibilities and authorities.

4.4 Unable to meet the cabin needs of passengers

According to the questionnaire statistics, the difference between the rich and delicious varieties of meals and drinks on board is also relatively large, which also reflects that as material conditions get better and better, the demand for meals and drinks on board passengers is no longer what they used to eat. To be full, but to eat well. At present, the service provided by airline K in terms of catering is too single, because too much emphasis on standards has reduced the customer’s sense of experience. When catering the aircraft, it only sets the goal to meet the most basic dining needs of the passengers. On August 30, 2019, the official website of the Civil Aviation Administration of China indicated that the Civil Aviation Administration is making reasonable adjustments to the "Domestic Baggage Transportation and Chinese Civil Aviation Passenger Rules" and plans to cancel the relevant provisions on in-flight catering. Each airline can plan on its own whether to provide customers with catering services on the company's flights based on the actual needs of the airline market. A large airline in the industry issued a report on "If you cancel an in-flight meal, you can redeem awards such as miles or ticket coupons, are you willing to accept this method? 》 Questionnaire survey. However, at the 2020 National Civil Aviation Work Conference, the Director of the Civil Aviation Administration of China Feng Zhenglin pointed out that in response to more and more passengers complaining about the problem of in-flight meals: to further improve the level of in-flight meal service, and refine and optimize the standards by time periods and voyages. Encourage the development of new types of meals to adapt to the meal needs of short- and medium-distance travelers. The quality of this service should be evaluated as an assessment content. It shows that the amendment of the transportation regulations by the bureau only hopes that airlines can diversify their in-flight catering services. In the context of the general increase in air fares, if K Airlines still follows the non-innovative catering types, it will not meet the actual needs of passengers and reduce the service experience of passengers.

5. Analysis of the causes of service quality problems in K airlines

5.1 Insufficient understanding of effective remedies for service errors

During the issuance of the questionnaire, it can be seen from the data collected that passengers’ perception and expectations when evaluating air services and the items with the largest gaps are mostly related to the flight’s failure to travel on time. I have explained the limitations of China's civil aviation. During the management and operation of airlines, airlines are vulnerable to the limitations of airport security, air force activities, air traffic control, real-time weather and other factors. Aircraft cannot execute flight takeoffs according to schedule and schedule. And the flight landed. However, as a passenger, he will not consider whether it is your company’s own reasons or other reasons. As long as the flight is delayed, he will consider it to be the responsibility of your airline. After the flight is delayed, the passenger’s experience of service quality will be seriously affected. , So this cannot be regarded as a simple explanation that airlines can give passengers. Instead, remedial measures for flight delays should be done immediately. The ultimate goal of service remediation is to maximize repair or reduce the damage to customers caused by flight service errors. Airlines will make corresponding remedial measures, which is to reduce the experience. The whole process of improving customer satisfaction after customers undergo remedial measures. Perfect service remedial measures can improve customer satisfaction, build a good customer impression and improve customer flight company retention rates. In addition to improving customer satisfaction, service remedial measures are also beneficial to aviation companies themselves. Although service remedial measures may be costly, service remedial measures can be regarded as a good opportunity to improve the company’s service quality and enhance service experience, which will allow more flight passengers to further increase their satisfaction with the airline. In the event of a sudden rainstorm, in accordance with the current regulations of the Civil Aviation Administration, airlines are not responsible for flight delays due to weather, but if at this time, the airlines can provide services such as additional meals and accommodations, pick-ups, etc., right? It will increase the goodwill of passengers towards this company, and in the future, they will prefer to choose this airline during their travels. Therefore, timely and effective remedial measures will have a great impact on overall customer satisfaction. After reasonable remedial measures are formulated, service provision is allowed to establish a good communication relationship with customers, and maximize the elimination of flight service errors caused by airlines. The negative effect of this, eliminates customer complaints and dissatisfaction. Sasser and Jones once pointed out that if customer complaints and complaints can be effectively handled by airlines, 95% of customers who submit dissatisfaction and complaints can continue to choose our company; on the contrary, if customer complaints and complaints are not properly handled If we deal with it, 64% of customers who are dissatisfied and complained will continue to choose our company. Therefore, active and reasonable service remedial measures can minimize the bad experience and unsatisfactory service conditions caused by the company’s service errors to customers.

5.2 Scarcity of airspace resources

In the early days of the founding of the People's Republic of China, China's civil aviation was managed by the Air Force. The air traffic control work throughout the country is the responsibility of the Air Force. After the 1980s, with China's reform and opening up, the number of military and civil aviation aircraft increased rapidly, and the number of flights continued to increase. In particular, civil aviation transportation increased at an average annual rate of about 15%, and the contradiction between military and civil aviation flights began to appear. From January 1994 to June 2000, the Air Force successively transferred 29 air routes across the country to civil aviation control and command. So far, all 29 air routes in China have been controlled and commanded by civil aviation, and a management pattern has been established where military aviation is responsible for the control and command of the airspace outside the routes, and the civil aviation is responsible for the control and command of the airspace within the routes, which has continued to this day. However, since 2000, the average annual growth rate of China's transportation aviation has been not less than 13.6%, and China's transportation aviation system has developed to the second largest transportation aviation transportation system in the world. During the "Twelfth Five-Year Plan" period, the three major indicators of China's civil aviation transport turnover, passenger transport volume, and cargo and mail transport volume maintained steady growth. The contradiction between the rapid growth of China's civil aviation and insufficient airspace resources has become increasingly prominent. At present, the Chinese civil aviation company can only have the right to fly in the jurisdiction that has been licensed by the Air Force, and it must be strictly controlled by the Air Force at all times. Eighty percent of China’s airspace is under the airspace jurisdiction of the Chinese military, and the airspace licensed by the civil aviation company has not exceeded 20% of China’s airspace. Even if it is only 20%, it still needs to be strictly controlled by the Chinese military. It can fly normally when allowed. The shrinking of the aviation field of civil aviation companies will reduce the company's flight routes, and the rise of different airlines further divides the original flight routes of various airlines, and the problem of airway congestion is becoming more and more serious. Taking Beijing Yiguang’s flight route as an example, it is only an air passage with a height of no more than 14 kilometers and a width of 20 kilometers. The flight path of the aircraft cannot deviate a little bit, and it is only allowed to fly within the specified air route. All flights of Beijing Yiguang, from Changsha, Wuhan, Zhengzhou and other regions to Guangzhou and Beijing, and even flights from Northeast China and other regions to Guangzhou, must pass through this aviation route during the flight. . During the car ride, the highway may not be blocked, but it is very likely that there will be a blockage at the highway intersection. The same is true for flying. Each airport has a fixed route in and out of the port, and all air crafts must follow a fixed route and cannot fly randomly. After the planes fly to the corresponding control area of the airport, they can only take off and land at the fixed exits that are permitted to pass. If there are too many planes taking off and landing at the same time, the flight routes in and out of the port will be congested like a highway, and the flight may be delayed. In addition, according to the company's statistical data of K Airlines, flight delays due to problems with the flight itself accounted for 22.47% of all flight delays. Therefore, while K Airlines needs to strengthen communication with relevant units, it must eliminate the situation of flight delays caused by problems with the flight itself. On the one hand, K Airline should formulate remedial measures for flight delays. Because flight delays cause inconvenience to passengers, it should do a good job of comforting them and provide passengers with more diversified corresponding compensation services. On the other hand, Air K must improve the overall operational capabilities of flights, increase efforts to monitor the entire process of aircraft support, and do a good job in aircraft maintenance and inspection, aircraft daily task scheduling, work connection during crew duty, and flight schedule scheduling.

6.K Airlines Service Quality Improvement Strategy

Satisfying customers is the most basic requirement of corporate management, and for K Air: Let customers repeat choice and word-of-mouth communication, this is a gradual process, rather than an overnight task. Only by treating every customer as a strategic asset of the enterprise and continuously improving the quality of service to meet the ever-changing needs of customers. Moreover, for K Airlines, passengers have become the axis of revolving changes in corporate brand services. No matter what services passengers need or how their requirements change, the key to successful business operations is to maintain relationships with passengers who can make long-term transactions and make the company profitable. This shows that passengers will always be the food and clothing parents of the company. To optimize the quality of service, the central content is to reasonably analyze the existing airline service quality, and then provide assistance to K Airlines, find the problems in the service, and formulate targeted optimization strategies based on the problems found to avoid similarities to the greatest extent. The emergence of service problems. The results of the questionnaire survey in Chapter 4 show that K Airlines analyzes the causes and problems exposed by the company’s own service management system. Most passengers have a high degree of empathy, responsiveness, and reliability of airline services. Service expectations, but the actual situation is that customers have the greatest sense of gap between their perceptions and expectations of empathy, responsiveness and reliability. The main reason is that passengers are dissatisfied with K Airline’s service failures in effective and timely remedies. In addition, the flight punctuality rate cannot meet the needs of passengers; the timely response to the service needs of passengers is also obviously insufficient; in addition, the meals on the plane are often too standardized and unitary in terms of chicken noodles and beef rice all year round.

In view of the above-mentioned different problems, the author thinks that the problem that passengers raise to K Airlines is not actually a problem that can be solved by a solution strategy, but K Airlines has a system problem. It should start from improving the construction of the enterprise service quality management system; promoting the true service concept and standardized service process; developing differentiated products to meet individual needs; strengthening communication with various business units; comprehensively optimizing the passenger service experience; improving the six services of the customer care center To optimize the service quality of K Airline in all aspects. Aiming at the shortcomings of the company's service, conduct in-depth analysis and find solutions to promote the high-quality development of the company's service quality.

6.1 Improve the construction of enterprise service quality management system

K Airlines must clearly establish and refine the service quality target system to standardize the core service business operating procedures and standards. Because K Airline currently has 16 branches and 22 domestic sales offices, it has exposed the problems of low service standards and quality integrity and poor uniformity. The same passenger at different airports is taking different flights but belongs to In the case of K airlines, there will be differences in service quality and service procedures, which cannot meet the needs of passengers for air services. So the recommended measures are as follows:

1. Strengthen the internal supervision and performance appraisal mechanism to realize the closed-loop management of service quality: formulate and implement the monthly service ranking plan of branch companies; strengthen service standards and process implementation through statutory self-inspection and unannounced visits; upgrade service reviews and improve conference review content, focusing on Talk about the monthly service performance and main work implementation of the scoring subsidiary

2. Set the goal for the realization of "manual management", benchmark civil aviation standards, policies, and systems, further improve and refine the employee business operation manuals and service management manuals, carry out the implementation of the manuals in an all-round way, and ensure the performance of various services. Standardization, refinement, and standardized operation: Taking the "statutory self-inspection" as the starting point, sorting out the manual work list and inspection plan; organizing and completing the revision of the transportation service management manual; in order to strengthen the cabin service management, the "cabin service management fascicle" is compiled and issued, Prepare SOP for each meat position; in order to strengthen the management of ground check-in, the ground service manual system should be further refined, related responsibilities should be clarified, and various plans should be formulated; in order to further reduce complaints about luggage transportation, update and improve in time according to the operation process of cargo transportation business The relevant clauses of the Freight Service Management Manual;

6.2 Promote the concept of genuine service and standardized service processes

1. Air transportation companies are typical representative companies in the service industry, and aviation safety and operations are the main contents of flight services. Flight operation is service guarantee, flight safety is the basis of service, and service personnel and flight passengers directly establish an interactive relationship. Finally, the company's aviation services are presented to passengers by the entire company. The essence of competition among modern enterprises is brand competition. The establishment of a better brand image is an important prerequisite for airline optimization and development. To a certain extent, airline services that can improve passenger satisfaction are the company’s sustainable development. fundamental". At present, K Air needs to aim at sincere service, which includes intimate, warm and exquisite air-ground service. " "Truthful service" specifically means not being able to "deceive" the society and passengers in any form. Especially in the case of abnormal flight services, this is the embodiment of K Airline's "True Service", and it is also the best technique for abnormal flight services. Provide real flight information at the first time; solve the problems of passengers at the first time; fulfill the promises to passengers in accordance with the service standards at the first time, and resolutely prevent honest people from losing money and making people profit, 〃 big troubles, big troubles, small troubles, small troubles, "No trouble, no solution" service system. Taking true service as a livelihood project, and using the true feelings

of flights to establish a good service image of civil aviation companies, K Airlines can truly become a service benchmark in the airline industry, and can provide the people with more comfortable, assured and secure service travel. " As Feng Zhenglin, Director of the Civil Aviation Administration, said: "True service" is not only the concept of civil aviation service, but also a civil engineering project. Building a civil aviation service brand requires the concerted efforts of the civil aviation industry to work hard, and any opportunistic service campaigns and slogan-style service publicity are blasphemy of "truthful service".

2. K Airlines’ current service processes are standardized and standardized through manuals, led by the product service department, and their respective matrix management units are further refined. The top-down design concept is used when designing service products, and the airline We believe that we will provide the best services and products to passengers. But in the face of the ever-increasing number of passengers, the ever-increasing customer demand. There may be some lag in the current model. In order to truly improve the service quality of airlines and optimize the service level, K airlines must put on the agenda to change the current design thinking, and actively listen to the ideas of different people such as agents, major customers and passengers. And opinions. According to the needs of customers, the service process and products are actually designed for each matrix unit using the bottom-up design concept for the actual service orientation. During the service product design period, good ideas should be collected from the entire company, such as the establishment of a "golden idea" award, to stimulate the enthusiasm of front-line staff, so that the designed service process can be more grounded and implemented. In addition, the needs of passengers should be put in the first place, so that the passengers are the center, thinking about what the passengers think, and what the passengers are anxious. The group who often takes the plane is usually called "frequent travelers." This form of membership activities invites these groups who often take airplanes to be attracted by company activities and participate in membership activities. The "frequent travelers" group has extensive flight experience in K airlines, as well as other airlines. Therefore, K Airline has more perfect service development measures and ideas based on the "frequent flyer" group's own rich flight experience. After the product is designed, the product can be actually tested using the pilot method. After the test, the feedback from employees and passengers should be summarized, and a complete feedback channel should be constructed to help the company successfully obtain the true evaluation of the relevant services and products.

6.3 Develop differentiated products to meet individual needs

Facing the increasingly competitive air passenger transport market, almost all major airlines have launched various forms of differentiated services. From K Air's "green flight" and "one person with multiple seats" to China Eastern Airlines' "basic economy class", from Capital Airlines' "First Privilege, First Privilege, First Delight" to Tianjin Airlines' "Special, Value, and Privilege" With branded freight rates, airlines have racked their brains to frequently introduce differentiated service products, and continue to explore services and pricing methods that meet the needs of passengers. For example, the recent turmoil of domestic airlines’ “shrinking meals” turmoil has attracted the attention of major media. There is support and opposition. On the surface, it appears that airlines have responded to the Civil Aviation Administration’s requirements to ensure aviation flight safety and simplify service procedures. It is a trend for airlines to promote differentiated services in the face of the increasingly strong individual needs of passengers. The differentiation of service products is a major issue that many airlines currently need to face, It is also a necessary way for K Airlines to improve service quality。

6.4 Strengthen communication with various business units

China's civil aviation is actually composed of three parts: government departments, civil aviation airports, and civil aviation enterprises. Government departments include the Civil Aviation Administration, civil aviation administrations in various regions, and air traffic control. For example, there are Civil Aviation Central South Administration and Civil Aviation Guangzhou Supervision Bureau in Guangdong., Civil aviation companies mainly include airlines, sales agents, jet fuel companies, etc., which are companies that carry out activities around transportation companies. As a public service facility in a city, civil aviation airport combines social groups with civil aviation. Therefore, the civil aviation industry is actually an industry that requires a high degree of synergy. Therefore, if K Airlines wants to improve its service quality, it is not enough to rely on the internal efforts of the airlines. It also needs to strengthen cooperation with the bureau, air traffic control, airport, etc. On the one hand, we can strengthen communication and improve coordination and linkage, and on the other hand, we can also strive for more resources or convenience. According to K Airlines' internal data, 22% of flight delays are due to non-company reasons (excluding weather reasons). In addition, some complaints are not caused by the company. Management and other institutions have some deficiencies in communication and coordination and failed to resolve them in time.

6.5 Comprehensively enhance passenger service experience

6.5.1 Strengthen management to reduce the proportion of delays

After flight delays, airlines need to provide a lot of remedial work to make up. K Airlines needs to work hard on how to effectively reduce its own delays and improve passenger service experience. For example, in the planning stage, ensure that the flight segment time and overtime are not compressed. Station time, and appropriately increase a little margin; plan the domestic golden route flights Guangzhou-Beijing, Guangzhou-Shanghai, etc. according to the longer station time of 75 minutes; establish a linkage mechanism with the operation command center and the maintenance engineering department to clarify the backup capacity Plan: Taking into account the capacity and market conditions, appropriately reserve backup capacity. For example, the Guangzhou base will arrange at least one wide-body aircraft and one narrow-body aircraft to back up every day, closely follow the actual operation of the flight, and make timely adjustments to the problematic flights.

6.5.2 Improve the response and support of the midway backup

I believe that everyone has the experience of alternate landing to other airports due to weather or other reasons. Generally, after alternate landing to a non-destination airport, the flight will be delayed for at least 2 hours, and if the weather at the destination airport cannot meet the landing standards for a long time, it may There is also the possibility that the flight will be canceled and make up the next day. So how does K Air do the protection and passenger placement of alternate flights, especially some small and medium airports, is the content that must be done in terms of comprehensively improving the passenger service experience, so relevant plans and systems need to be established in advance, such as improving the three-level operation Decision-making and unified scheduling mechanism, clarify the corresponding reporting routes in the three-level decision-making system of the branch company's GOC, sales department, and office to ensure the smooth flow of information after the backup; the typical situation of improper handling of the flight backup is carried out at the AOC seminar Comment and analysis; improve the flight alternate handling manual and improve the alternate handling capability; sort out the operational requirements of key links in the process of information transmission, passenger service, and baggage claim in the alternate station ground support process, and prepare the "Alternate Land Operation Guidelines" to guide the ground service The system enhances the ability of alternate flights to guarantee.

6.5.3 Improve the level of ground service guarantee

Airline K should strengthen communication and cooperation with airports and ground agency service agencies, specifically refine the standards and responsibilities of various service guarantee agencies, and prepare "Operational Guidelines for Irregular Events" to clarify the division of responsibilities, and realize the coordination of air services and ground services

Promote. For example, using innovative methods and optimizing procedures to increase the advance control of excess luggage carried by passengers, to prevent passengers from needing to check luggage temporarily at the boarding gate because they find that they cannot prevent luggage after arriving on the plane. Traveling brings discomfort. On the other hand, temporary checked baggage may also cause the need to remake the manifest, which may lead to the risk of flight delays. The temporary baggage consignment at the boarding gate can be reduced by setting up excess baggage interception points, shortening the entrance passage, setting up warning signs, and arranging special personnel to intercept the boarding gate; optimize the communication mechanism with the ground service department, and arrange a special person to be responsible for the loading of temporary baggage to improve the efficiency of baggage loading.

6.5.4 Strengthen information notification and tracking services

When a flight is delayed, the first thing passengers want to know is the specific reason for the delay and subsequent arrangements. Airline K should improve the response measures for flight delays, and maximize the importance and satisfaction of passengers' right to know, so as to avoid conflicts caused by flight delays. When flights are canceled or delayed, make full use of various media such as text messages, WeChat, mobile apps, airport flight displays, and broadcasts, and in accordance with the requirements of the "Regulations on Regular Flight Management", to timely and accurately release information such as flight status to passengers: The delivery rate of the notification channel is monitored, and the contact information of passengers is supplemented through check-in and other links to improve the effective delivery rate of information; the information box is equipped with the "Information Sheet for Hearing Impaired Passengers’ Cabin Broadcast Information", and the notification sheet will be sent to you in time during the flight delay. Deaf passengers transmit flight delay information.

6.6 Improve customer care center

The management of the customer care center should be refined. K Airlines’ complaints are handled by the Customer Care Center of the Marketing Committee. At present, most passengers’ complaints are through K’s own hotline 95539 or the 12326 civil aviation service quality supervision hotlines. At present, the Customer Care Center is mainly responsible for the acceptance, tracking, feedback and monitoring of K Airlines transportation service complaints. There is room for improvement in service quality, such as continuously improving the complaint circulation, handling, and review system, and strengthening the analysis of complaint cases Research and optimize the relevant indicators for complaint handling: improve and timely revise the customer care management manual, further refine the complaint circulation, handling, and review system; regularly compile and print complaint management case collections, and send them to branch companies and sales departments for learning and reference; use The CCM system service improvement pool function does a good job in the analysis of complaint cases and process improvement; intensifies the civil aviation administration's complaint comments, improves the efficiency of complaint handling and reduces the rate of escalation complaints; optimizes the system, increases the civil aviation administration's complaint early warning pop-up reminder function, etc. In order to improve the service level of K Airline, the customer care center is set up in a targeted manner, and closed-loop management is realized in the entire process, and the improvement opinions on customer communication, service enhancement and other related content are summarized and analyzed in the form of data Help companies design corresponding rules and regulations to promote the development of customer care services.

CONCLUSION

1. The service quality of K Airlines needs to be further improved. Under the premise of determining the background and value of the article research, the paper analyzes the related research results of service quality in the aviation field in the world in recent years to clarify the main concept of the article, and briefly introduces the selected methods and the main content of the research.

2. Although K Airlines has a higher reputation and recognition than other airlines in the industry, it has been learned through questionnaire surveys that K Airlines still has many areas that make passengers not particularly satisfied. On the basis of theory, this article takes K Airline as the research object. First, it briefly introduces K Airline. In addition, it lists the company's development in recent years, and expands the main structure and actual situation of K Airline's service quality. Introduced, from the passenger's evaluation and investigation of service quality, the loopholes in the service quality were found, combined with the current data of K Aviation's service quality, the company's existing service quality problems and their causes were analyzed.

3. The system for improving the service quality of K Aviation needs to be optimized. Based on the above discussion, we must first determine the plan and measures to guide the improvement of service quality, aim at improving passenger satisfaction in all directions, start with several aspects of the large gap between passenger expectations and perceived performance, and solve problems as our work guide. And from strengthening basic support work, improving flight punctuality, improving remedial service quality, and comprehensively improving passenger service experience, at the same time, it strengthens communication with other business units based on passenger needs, further strengthens information notification services, and improves customer care center work. The promotion of service quality improvement and other aspects have proposed improvement strategies for the improvement of K aviation service management.

In summary, the implementation of many tasks such as digging out problems, finding out the reasons, proposing optimization plans, formulating improvement measures, etc. is not the end of the entire process, but just a starting point. If you want to make the service process completer and more detailed, you must do so in Japan. It has accumulated bit by bit in the practical operation day after day and has withstood the test of time. I hope this article can provide some valuable theoretical support for K Aviation's related work to improve service quality.

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RESEARCH ON THE MANAGEMENT MODE OF STUDENT AFFAIRS IN CHINESE COLLEGES AND UNIVERSITIES IN THE POST-EPIDEMIC ERA.

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ABSTRACT

The COVID-19 has brought profound influence on higher education and teaching, and the post-epidemic era has brought new challenges to students' work. To have a deep understanding of the current situation of education management in Chinese institutions of higher learning and to innovate the educational management model are the requirements of The Times to promote the sustainable development of colleges and universities and realize the comprehensive development of students. This paper by Marxist person's full-scale development, Xi Jinping's views on youth politics as the theoretical basis, through the combination of theory and practice, in the author's unit - Sanmenxia polytechnic college as an example, the solution to "Who to train, how to train, and for whom" the fundamental problem, build the "1 + 5" characteristics of student management model, to provide new ideas and methods for the educational reform of The Times.

Keywords: Post-epidemic era; Colleges and universities; Student work management; model

INTRODUCTION

1.1 Background of Study

At the beginning of 2020, the COVID-19 epidemic broke out in an all-round way. After the hard work of the Chinese people, the domestic epidemic has been effectively controlled. On June 16, 2020, President Xi Jinping mentioned the term "post-epidemic era" when talking on the phone with President Rahmon of Tajikistan (Jinping Xi,2020). In the post-epidemic era, China is facing major changes unseen in a century, and the international and domestic situation remains complex and severe.

"Post-epidemic era" means that the epidemic situation of novel Coronavirus 2019(COVID-19) is in a good and controllable state as a whole, but it must be clearly recognized that the epidemic does not disappear completely and everything returns to life, work and study as before the epidemic. It fluctuates from time to time, and there is the possibility of small-scale outbreaks at any time, and there is the possibility of rebounding from the return of imports from abroad, and this situation may continue for a long time, with far-reaching effects on all aspects of society (Zhuli Wang,2020).

1.2 Research questions

Colleges and universities undertake the fundamental task of cultivating people with virtue and the important mission of training new people to take on the great responsibility of national rejuvenation. How to cultivate socialist successors with all-round development of morality, intelligence, physical education, and labor? How to integrate the characteristics of the times to form an innovative student affairs management model? This article starts with the existing student work model of Sanmenxia polytechnic College, Around the "ideological and political work through the whole process of talent training" this main line, to solve the problem of "for whom to train people"; Around the "innovation and entrepreneurship education throughout the whole process of talent training" this main line, to solve the problem of "what kind of people to cultivate"; Focusing on the main line of "integrating deep production and education throughout the whole process of talent training", the problem of "how to train people" is solved(Zhengyu Li,2020).

1.3 Research Objectives

Student management is the basic guarantee of teaching activities in colleges and universities (Yinghong You,2016). With the effective control of the domestic epidemic, the increasingly volatile international environment, the declining domestic economy, and the micro -changeable ideological and political education environment, colleges and universities, as the pillar and core of the national education system, should regard student development as the core and education as the purpose of education (Pengfei Liu&Juan Li,2019). This article is based on the theoretical basis of learning to be a person, learning to do things, learning to learn, and learning to innovate, and the service concept of understanding students, respecting students, and serving students. The voice of students is the first signal, the needs of students are the first choice, and the interests of students are the first principle, The working principle of student satisfaction as the first standard, to achieve the goal of educating students for the party and the country.

LITERATURE REVIEW

In recent years, some scholars have formed new views on the management of higher vocational students' work. Through the full-text database of Chinese academic journals, search the keyword "management mode of higher vocational students' work", and a total of 77 articles, including 56 academic journals and 1 degree thesis articles; search for the keyword "student management in the post-epidemic era", a total of 3 articles, and relatively few research results.

First of all, the differences between Chinese and western students' work management thinking. In the article "A Comparative Study of Student Management Models in Chinese and British Universities in the Context of Global Anti-epidemic" (Wang Kai&Min Jin2020), Kai Wang and Min Jin explained that the management of students in British universities is mainly based on student affairs management through the comparison of student management in Chinese and British universities, Its basic working philosophy is to provide students with complete and high-quality campus services. Student management in China has undertaken a relatively important educational function. Min Wang pointed out in his doctoral dissertation in "Research on the Construction of University Development-oriented Student Work Mode"(Min Wang,2019). that student work in European and American universities refers to "student affairs work" or "student service work", targeting more than 100 student affairs in American colleges and universities. The branch of management divides management modes into four types, including: direct supervision mode, economic source mode, service-related mode, and joint association mode.

Secondly,the study on the management mode of university students' work. In the article "Exploration of Improving the Management Level of College Students under the Mode of Ideological and Political Education" (Jianbo Qin,2020), Jianbo Qin combined the characteristics of student management concepts and gave suggestions and thoughts on the determination of goals, management mode, campus culture and other aspects. In the article "Analysis of the Work Model of College Students in the New Era Centered on Talent Training" (He Li,2020), He Li proposed personalized management and innovation, online and offline training of compound talents, multi-mentor management system and applied talents.Fei Xia pointed out in his master's thesis in "Study on the Management Model of Higher Vocational

Colleges Based on Humanism" (Fei Xia,2016) that the management model of higher vocational colleges requires institutional innovation and cultural enhancement to achieve scientific management, human services,systems. education, respect students' personalities, serve students, develop their potential, enhance students' abilities, cultivate students' skills, and arousing students' subjective initiative and creativity.

Finally, the management of college students' work in the post-epidemic era. In the article "Thoughts on the Management of Students in Higher Vocational Schools in the Post-epidemic Era"(Qian Tang,2020), Qian Tang established rules and regulations and implemented relevant measures on the preparation of college students before school and prevention and control after school. In the article "Several Thoughts on the Education and Management of College Students in the Post-epidemic Era"(Tao Tian,2021), Tao Tian analyzed the reasons to strengthen the management and construction of the student team, the construction of the party, the construction of ideology and morality, the psychological counseling mechanism of college students, and improve the quality of network curriculum, home-school integration and other work provide suggestions for the education and management of college students. In the article "Challenges and Responses to the Construction of Campus Culture in Colleges and Universities in the Post-epidemic Era"(Changhai Qu,2020), Changhai Qu adopted innovative campus cultural concepts, emphasis on student humanistic care, strict control of the scale of campus cultural activities,the integration of material of campus culture, and strengthening of online cultural education etc. In the aspect, the path of campus culture construction in colleges and universities in the post-epidemic era is studied.

INNOVATION AND PRACTICE OF STUDENT AFFAIRS MANAGEMENT IN SANMENXIA POLYTECHINC.

3.1 The current situation of Sanmenxia polytechnic.

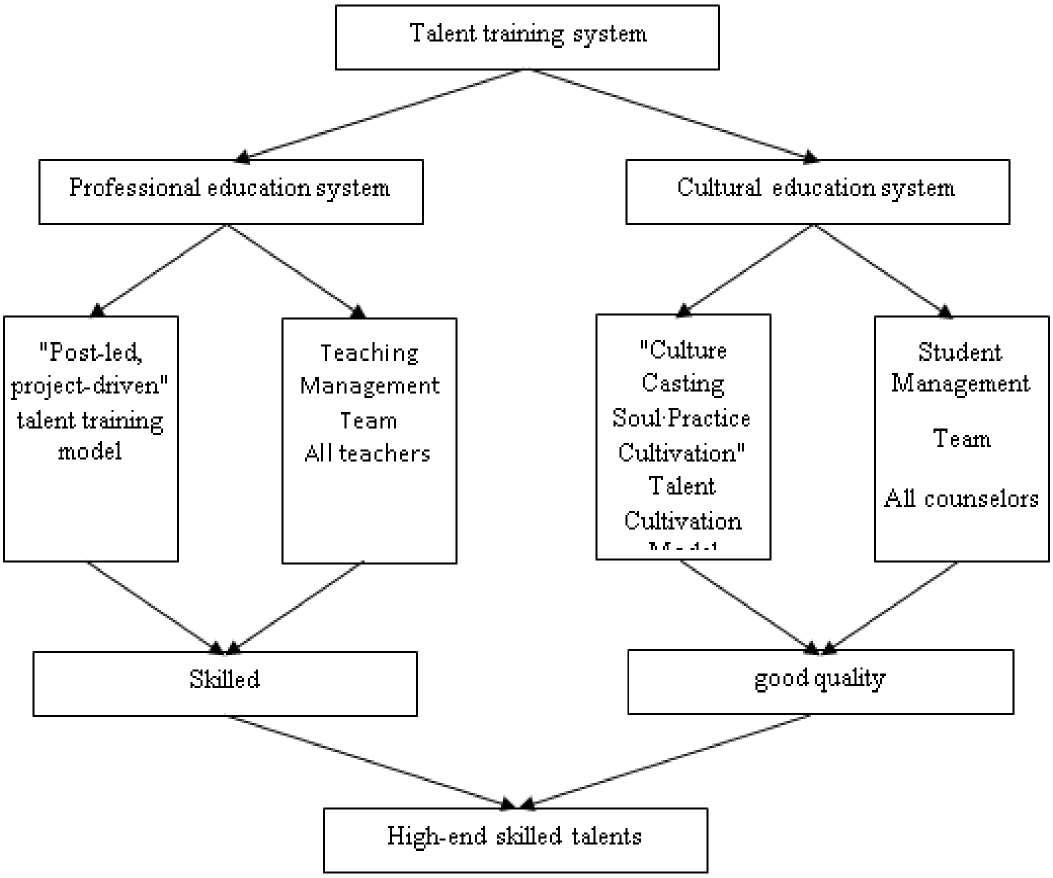
Sanmenxia polytechnic is located in Sanmenxia City, which is known as “the Pearl of the Yellow River, the Holy Land of Culture, and the City of Swans". It was approved by the Ministry of Education in 1999 , in the West Henan Normal School (founded in 1946) and Sanmenxia Radio and Television University (founded in 1986)was established on the basis of merging a held by the people's governments of sanmenxia city;In 2015, Henan University of Science and Technology and Sanmenxia City Government jointly organized and relied on Sanmenxia polytechnic to establish the School of Applied Engineering of Henan University of Science and Technology; In 2015, Sanmenxia Health School was merged into Sanmenxia polytechnic.The school has 74 years of school history and 21 years of higher vocational education experience,with Henan University of Science and Technology, Sanmenxia polytechnic, Sanmenxia Radio and Television University, Sanmenxia Municipal Health School four brands and four school-running models of undergraduate, junior college, TV university, technical secondary school. Technical secondary school. At present, there are more than 900 teachers and 24,433 students (excluding 6000 adult TV university students). It is a full-time general higher vocational college implemented by the Henan Provincial Department of Education. It is also one of the colleges with the longest history and the earliest qualification for higher vocational education among the similar colleges in Henan Province.

3.2 The management mode of student affairs in Sanmenxia polytechnic.

3.2.1 Construct a dual-track education system.

In the report of the 19th National Congress of the Communist Party of China, it is pointed out that quality education shall be fully implemented. Sanmenxia polytechnic has established two major education systems, professional education and cultural education, through the "post-led and project-driven" talent training model led by the teaching management team, and improved students' technical level; Through the talent training mode of "culture casting soul and practice cultivation" led by the student management team, the students' character is improved.

Figure 1: Dual-track education system



3.2.2 Focus on the all-round development of people.

3.2.2.1 Making up for weaknesses. Aiming at the employment-oriented "utilitarian nature" of higher vocational education, engineering students lack humanistic literacy, and liberal arts students lack scientific literacy, and their development potential and stamina are insufficient. Sanmenxia polytechnic puts forward the education concept of "Humanism is harmony", focusing on people's all-round development and people's lifelong happiness.

3.2.2.2 Teach students in accordance with their aptitude. In view of the reality of the source of higher vocational students, the problem of low college entrance examination scores and poor academic foundation. Sanmenxia polytechnic puts forward the concept of educating people, "the earth is burned into bricks and tiles, he wood is made into beams, the ore is refined into steel, the gold is sparkling" to solve the problem of how to train people.

3.2.2.3 Teach according to need. In view of higher vocational learning attitude, poor atmosphere, low entrance scores; Family economic conditions generally show a spindle-shaped problem.Sanmenxia polytechnic has launched a certificate system for employment;Organized training courses for undergraduate promotion; Enlisted in the army and enjoyed special policies;Established entrepreneurial incubation bases for entrepreneurship issues; Want to go abroad, to provide study abroad, short-term cultural exchanges; To improve the ability of the problem, recruit new League organizations, students' union, organize a variety of cultural activities to meet students' needs.

3.2.3 Develop a campus cultural system.

3.2.3.1 Campus cultural work system. Sanmenxia polytechnic adopts the "One center, five features, ten projects" characteristic student work system. Every week, all teachers and students raise the national flag, sing the national anthem and listen to speech ceremonies, shaping the soul of campus culture; Creating more than 100 general education courses, labor service weeks, sports competition, Quality development training,White Swan College five characteristics;Committed to the construction of student cadres, mental health education,traditional Chinese culture education, academic and cultural lectures, civilization development education, apartment cultural construction month, student club activities,volunteer service activities, social practice and integrated services ten projects,and realizes all-staff education, all-process education, and all-round education(Changhua Guo,2020).

3.2.3.2 Innovation and entrepreneurship work system. Sanmenxia polytechnic adopts the innovation and entrepreneurship work system of "one platform, four guarantees, two cultivation and one goal", and jointly established the Innovation and Entrepreneurship College with the University of Science and Technology of China to achieve organizational guarantee, teacher guarantee, funding guarantee, and system guarantee. With the goal of cultivating innovative and entrepreneurial talents, through the establishment of dual innovation courses, pilot programs of entrepreneurship and innovation, dual innovation elective courses, and promotion of curriculum innovation, to achieve innovation literacy training; through entrepreneurial incubation practice, dual innovation competition leadership, dual innovation student organization, combining scientific research and innovation to realize the cultivation of innovation ability.

3.2.3.3 Mental health work system. Sanmenxia polytechnic takes the college leadership group as the core, and establishes the three-dimensional organization system of the college leadership group, the psychology department of the student union, and the college psychology association; Build the Sanmenxia vocational and technical college mental health education center, Sanmenxia minor mental health counseling center, Sanmenxia mental health network service center three working platform; Establish a four-level work team of professional psychological teachers, all counselors, class psychological committees, and dormitory psychological committees; Carry out mental health education courses, special psychological lectures, group counseling and individual consultation, mental health education publicity month, May 25 mental health festival and other activity carriers.

CONCLUSION

Student work in colleges and universities is an educational management service activity that focuses on the education policy of the party and the country and aims at the growth and development of students. As a new type of college that adapts to the market economy and cultivates applied and technical talents, vocational colleges are different from traditional education in terms of talent training concepts and methods (Shubing Zhao,2021).

This article finds a large number of documents, combined with the school situation of Sanmenxia polytechnic, in the post-epidemic era, insists on adapting to events, advancing with the times, and adapting to the situation(Bin Wang,2020), innovating the three main lines of higher education innovation and development in the new era, and clarifying majors Educational and cultural education are two major education systems,the construction of campus culture system, innovation and entrepreneurship work system, mental health work system focuses on the all-round development of people, contributes to the transformation of education in the times, and proposes operable for the current ideological and political education work in colleges and universities Sexual perspective.

In the final analysis, student work in colleges and universities is the work of being a person. Where the person is, the ideological and political work is located（Hui Wang,2018).With the development of 5G and cloud computing technology, the demand for talents has changed greatly, and the goals and missions, service objects and work concepts of student affairs in colleges and universities are also changing.Therefore, in the later work, the ideological and political work has been run through every link, every node, and every affairs education function, and contributes to the cultivation of the backbone of the times and the rejuvenation of the nation.

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THE CURRENT SITUATION AND COUNTERMEASURES OF PRIMARY SCHOOL MENTAL HEALTH EDUCATION IN TONGREN CITY.

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ABSTRACT

The psychological health education in the high grade of primary school is that, in accordance with the rules and characteristics of high grade primary school students physical and mental development, using the way of psychological health education, cultivate students' good psychological quality, improve the level of mental health of students, promote high grade primary school students all-round harmonious development through educational activities. The telephone interview launched a preliminary investigation, found that the Tongren city primary school mental health education has formed a certain scale, made some achievements, but there are still in the process of implementing mental health education in the problems. It is necessary to pay attention to the following problems: the shortage of full-time teachers of mental health education; the formalization of mental health courses; the lack of attention to mental health education courses in schools; the misunderstanding of educational concepts of school administrators.

Through the analysis of causes of the existing problems, puts forward the corresponding countermeasures, hope to study The results can provide some reference value for the further development of mental health education in Tongren.

Keywords: high grade primary school stage; mental health education; current situation; countermeasures.

INTRODUCTION

Since the Ministry of Education promulgated "several opinions on strengthening the mental health education of primary and secondary school students" in 1998, the state has clearly proposed to strengthen the mental health education of primary and secondary schools in various regions. In recent years, with the development of society and the changes in the field of education, national leaders and social departments at all levels pay more attention to quality education, and also pay more attention to the mental health of primary school students. As the future of our country, primary school students' physical and mental health not only affects their own learning and development, but also has a close relationship with the rise and fall of our country in the coming decades. The senior stage of primary school is the key period for the formation of students' personality. This period is usually accompanied by the physical and psychological development and maturity of primary school students. The students' way of thinking has changed significantly, which makes the students in the senior stage of primary school more likely to have different degrees of psychological confusion or mental health problems. Therefore, it is necessary to carry out mental health education in the primary stage The importance and necessity are obvious.

At present, the mental health education in different areas of our country is unbalanced. Some schools in some areas are still affected and restricted by traditional education concepts and objective factors. As a prefecture level city in Guizhou Province, Tongren City's education lags behind. Some schools do not pay enough attention to mental health education, and there are still many problems to be solved in the process of carrying out mental health education. Through telephone interview, the author understands the problems existing in the development of mental health education in senior primary schools in Tongren City, and puts forward corresponding improvement countermeasures.

1.1 Definition of mental health education

Generally speaking, mental health education is divided into broad sense mental health education and narrow sense mental health education. As long as it is beneficial to the cultivation of students' good psychological quality and sound personality, all educational activities are called generalized mental health education, including school mental health curriculum or implementation activity curriculum, parents' Education in family, interdisciplinary infiltration, etc. In a narrow sense, psychology only refers to the mental health education within the scope of school, that is, the specialized education aiming at cultivating students' good psychological quality and sound personality. (Wang,2009)

Chen Jialin, a scholar in China, believes that "mental health education is mainly based on the relevant theories and practical skills of psychology. According to the general characteristics of students' physical and mental development, combined with the daily education and teaching work of the school, it can improve students' psychological quality in a planned and purposeful way, develop their psychological potential, promote the harmonious development of students' body and mind, and comprehensively improve students' quality High education activities. " (Han,2004)

PROBLEMS IN MENTAL HEALTH EDUCATION OF SENIOR PRIMARY SCHOOL STUDENTS

2.1 organization and management of mental health education

Most school managers say that clear rules and regulations have been established for the mental health education of senior primary schools. At present, Tongren primary school mental health education is mostly regarded as a subsidiary organization such as moral education department or educational affairs department. Only a few schools regard it as an independent department for organization and management. Even some schools do not take the related work of mental health education into the management category of the school. School managers regard mental health education as a tool to cope with the superior. There are some limitations and one-sided educational ideas of school managers, and some of them do not realize the importance and necessity of mental health education.

2.2 the form of mental health education

The work of mental health education in Tongren primary school is mainly carried out by establishing psychological consulting room and opening mental health education course. Most schools arrange psychological classes once every two weeks, with short time and less class hours. In addition, psychological class is often occupied by other subject teachers when the final examination of primary school or the task of higher education is tense, which makes the development of psychological course become formalized and ineffective. The role of mental health class in the physical and mental development and personality of primary school students needs to be paid attention by school administrators. The primary school establishes the psychological counseling or consulting room to help students consult with the psychological questions. The facilities of the psychological consulting room are relatively simple, which to some extent neglect the obstacles caused by the narrow consulting space and the incomplete hardware facilities to the development of mental health education. Some schools have psychological consulting rooms that only provide advice on fixed open days, and even some of them do not have teachers on duty on open days. The limited opening time and teachers' dereliction of duty will lead to the mental confusion of senior students in primary school cannot be dealt with effectively and timely.

2.3 teachers' allocation of mental health education

Most primary schools in Tongren City are equipped with 1 to 2 mental health education teachers. At present, the source and professional background of the psychological health education teachers in Tongren primary school are complex. The number of psychological teachers graduated from psychology is small, and there is no professional talents. Some primary schools do not have full-time teachers of mental health education, but are represented by the teachers or class directors. Besides completing daily teaching work, these part-time teachers must pay attention to the mental health of students and do a good job of counseling and counseling on students' psychological problems. Among these part-time teachers, most of the teachers' professional knowledge and psychological quality cannot meet the requirements of the state for full-time teachers in mental health education. Although most of the part-time psychological teachers in schools actively participate in the pre job professional training courses, but because of the weak psychological professional foundation of part-time teachers, few people get the psychological consultation grade certificate.

The confusion of teachers' positions in schools ignores the irreplaceable nature of full-time psychological teachers. Therefore, the teachers of senior mental health education in Tongren primary school should be further improved in specialization and quantity.

ANALYSIS OF THE REASONS RESTRICTING THE MENTAL HEALTH EDUCATION OF THE SENIOR PRIMARY SCHOOL STUDENTS.

3.1 Limitations of educational concept

3.1.1. One sided understanding of mental health education in schools

Some senior managers of primary school think that the opening of mental health education is optional, and it is irrelevant to open or not, and they do not attach importance to mental health education. Because of the influence of traditional education, most of them think that it is unlikely to have serious psychological problems in the primary school age stage, even think that the establishment of psychological consulting room is a waste of resources and the opening of mental health courses is a waste of time. Because the school leaders pay less attention to mental health education, they do not realize the importance and necessity of mental health education. They often neglect the standardization of relevant rules and regulations of mental health education in the development of school organization and management, which makes it difficult for the school to play its role in the development of mental health education. The school did not realize that the more important thing to open the mental health education course is to improve the physical and mental quality and personality of all students, rather than to treat a few students with psychological problems. School administrators should take a developmental view of mental health education curriculum. Although the course is different from the nature of cultural course, it can’t pass the examination to test the course effect, but it also has a profound impact on the future of senior students in primary school.

3.1.2. The thought of examination oriented education is deeply rooted

For a long time, Chinese education has been teaching students with traditional cultural courses. School education mainly takes the test results of students as the evaluation standard. Exam oriented education will also lead to teachers' unwillingness to give more preference and concern to students with excellent results. Students with poor grades are under pressure from their academic achievements. Compared with those with excellent achievements, they are more likely to be anxious about their academic achievements and feel inferior to themselves, especially in the senior grade of primary school, facing the following Pressure on entering school.

The education mode of exam-oriented education has some disadvantages. In order to get higher education rate, the school ignores the growth and development of most students in other aspects. Long term examination-oriented education leads to the decline of students' creativity, lack of independence and initiative. Although exam-oriented education is a fairly fair way to select talents and can promote fair competition, in the actual teaching life, overemphasizing exam-oriented education will ignore the development of mental health education in schools.

3.2 Lack of professional teachers

Mental health education is a highly professional work. It is strictly required that the educators must have received formal psychological training, and teachers should have rich professional theoretical knowledge and practical ability. The state stipulates that all schools must have full-time psychological teachers who are especially responsible for students' mental health education and related work, and part-time teachers can only be used as auxiliary personnel instead of being the main implementers of mental health teaching. As a full-time psychological teacher, in addition to the theoretical knowledge and effective operation skills of psychology, he must also hold the qualification certificate of national psychological counselor. The majority of primary school psychological teachers in Tongren City are part-time teachers, and the number of full-time psychological teachers with psychological professional background and psychological counselor qualification certificate is small. The lack of full-time teachers makes the effect of mental health education unsatisfactory.

3.3 neglect of educators' mental health

With the party and government paying more attention to education in recent years, the role of teachers has shown a trend of diversification. While the state raises the treatment of teachers, the requirements for teachers' professionalization also increase. The profession of teachers has gradually become an industry with high incidence of anxiety, which makes some teachers have a sense of psychological depression and can’t be effectively solved at the same time. Serious even in the process of education and teaching can’t help but vent their bad emotions to students, such as beating and scolding students, corporal punishment of students, careless work. These teachers not only can't help students to get rid of unhealthy emotions, but also can cause great harm to students' psychology. Psychological research shows that due to the age characteristics of senior primary school students, they usually have different degrees of dependence on teachers, some students even imitate the words and deeds of worshiping teachers, so students are more vulnerable to the influence of teachers' bad psychology or behavior in senior primary school. But in today's society, education departments and school administrators only pay attention to the mental health of students, but few people pay attention to the mental health of teachers, often ignoring the impact of teachers' bad emotions on students.

IMPROVEMENT MEASURES

4.1. Set up correct education concept

Schools should correctly recognize the importance and necessity of mental health education in the process of students' growth, pay attention to the training of teachers, correctly treat mental health education, and focus on the prevention of all students' psychological problems rather than the treatment of individual students' psychological problems. We should pay attention to the all-round development of students, cultivate their creative thinking ability, and carry out mental health education throughout the school education. Schools should formulate corresponding rules and regulations to implement mental health education in all aspects of daily life. The school can also carry out lectures on mental health education, which teachers, parents and students can voluntarily participate in; require the class to carry out the theme class meeting of mental health education; hold the theme school level hand copied newspaper competition, give play to the role of school bulletin board; campus broadcast should regularly select the content about mental health, etc. In this process, the importance of mental health education is imperceptibly carried out, and the ideas of other social groups are changed.

4.2. Training professional teachers

It is found that the scale and specialization of mental health teachers are the key to the success of mental health education. At present, the development of teachers in mental health education in Tongren City is not perfect, and there is a lack of full-time mental health education talents. Therefore, the plan of introducing full-time psychological teachers is even more urgent. The Education Department of Tongren City needs to actively introduce professional talents graduated from colleges and universities, encourage psychological teachers to enter primary schools as full-time teachers, and improve the treatment of full-time teachers. When recruiting full-time psychological teachers, schools should pay attention to the examination of teacher's psychological counselor grade certificate. At the same time, schools can set training indicators, so as to encourage existing full-time teachers to continue to learn and participate in training, constantly improve their professional knowledge and skills, and enhance the professional quality and teaching ability of existing professional teachers.

4.3 pay attention to teachers' mental health

With the development of the times, the teaching profession has gradually become a profession with high incidence of anxiety. Studies have shown that teachers' psychological health has a direct impact on their work efficiency, students' academic performance and physical and mental development. The change of teachers' emotion will always affect their specific educational behavior. If the teacher's work pressure is too big or the mood is not good, and bring this kind of mood to the work, not only will affect the effect of their daily teaching work, but also will lead to students' psychological problems.

In order to minimize the possible adverse effects of teachers' psychological state, first of all, schools should try to change the evaluation system for teachers, and no longer evaluate teachers' work performance by the average score of students. Schools should try their best to create a relaxed and harmonious working environment for teachers, reduce the burden of teachers in their daily work, and regularly hold lectures beneficial to teachers' physical and mental health. Secondly, improper management of school leaders will also bring harm to teachers' body and mind. Schools should treat teachers equally. At the same time, schools should often carry out various activities to enrich teachers' spare time life, and teachers should actively participate in them to relieve the psychological pressure in teaching work or life. If anxiety appears, teachers must adjust themselves in time, so that they can always maintain a good psychological state in their daily teaching work. Only with healthy psychology can teachers build a harmonious environment for themselves and students.

CONCLUSION

After a long period of development, mental health education in primary schools in Tongren City has formed a certain scale and achieved some initial results. However, there are still some problems in the mental health of senior primary school students, and the development of mental health education is still insufficient. It reflects that there are a series of problems to be solved in the development of mental health education in primary schools in Tongren City: (1) there is a shortage of full-time teachers for mental health education; (2) the development effect of mental health course is not satisfactory, and there is a tendency of formalization; (3) the course of mental health education is not paid enough attention to, and the school administrators' educational concepts are misunderstood We should pay attention to it.

In recent years, with the development of society, the continuous reform in the field of education and the proposal of quality education, the mental health education of primary school students has become a new trend in modern society, which needs the common concern and attention of society, education departments and schools.

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THE IMPORTANCE OF DESIGN MANAGEMENT IN PRODUCT INNOVATION.

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ABSTRACT

With the increasingly fierce competition in the design market, design management has been paid more and more attention. As a new subject, design management has many problems.Good design management will provide the company with more and more possible foundation for competitive advantage.'Good design means good business,' says Thomas Watson Jr., IBM's general manager.But more important skills are not just designers designing popular products. There are also management requirements for the development team and the entire application.

The purpose of this study is to describe the importance of the application of design management to arouse the attention of enterprise managers to design management. This paper adopts the quantitative research method, and the respondents are required to give a 1-7 score on enterprise management. SPSS statistical software was used for data analysis, and the preliminary data set analysis was based on the building equation. Most people agree that design management obviously plays an important role in the innovation of a company or product. Finally, some reasonable suggestions are put forward. Design management can make product design more standardized, and play an important role in the application of product design.

Keywords: Design management, Product design, Innovation, Enterprise, Research and development

INTRODUCTION

1.1 Background

With the continuous progress of society, as we all know, the gap between enterprises in science and technology is narrowing. The main focus of competition among enterprises has shifted to product design innovation. It's about the brain power of people, and for companies to come up with innovative products, to create products that no one else can imagine, that means you've got half the market. However, it is far from enough to have only good ideas in the innovative design of products. It must be coordinated in many aspects to implement this good idea into a real project and show it in front of people. At this time, design management is particularly important. Design management is a strong backing for the implementation of product innovation ideas. Only by paying attention to design management can product innovation play its maximum role.

Timothy Bachman Miller, President of Bachman Miller, once said: "Design management can effectively take advantage of change, seize the opportunity to grow, and maintain the product and create a mass image of the company. This means that good design and management are important factors affecting enterprises. As design attracts more and more attention around the world, design companies develop thousands of new products every year to meet the increasingly diverse, personalized and ever-changing customer needs.

Every country in the world is paying more and more attention to design. Design and management are inseparable, and it is necessary to deal with the combination of the two, which is an indispensable and important aspect for every product design innovation to be implemented to bring benefits to enterprises. The innovative design of the product is one kind of local culture, the other end is connected with the international trend, the ultimate goal is to serve the public, serve the modern social life, and then improve the whole society. At the beginning of design management, the definition was relatively narrow, and most of the research focused on how to do a good job in product innovation design.

Until 1976, there were management departments in areas other than product design. In the past, most managers of design enterprises ignored the development and innovation of design management and its important role in product design, and only paid attention to the design business and strategic development of the company. (Yi Ruzhang, 2016)

The application of design management in product innovation is introduced. This paper will discuss the important theoretical knowledge of design management and summarize and analyze the importance of standardization implementation of design management in product innovation

Design is an indispensable resource in today's society, and design management is indispensable in design innovation.

1.1.1 Definition of design management

Design management is divided into two aspects, one is based on the design level, refers to the visual aspects in specific design work, form, function, cost control and management, the other is based on the enterprise management level, is the new product development and design for the enterprise and the strategic and promote these products supporting management and strategy, if separate management the word to explain, is "yan" and "the principle of" the former is through the management is the whole design process carried out in accordance with the established plan, and the latter can say it is to make the design process, To achieve the purpose of saving labor resources.

Design management is refers to the product in the process of design and production to macroeconomic regulation and control of the whole design process, is the cost of the design process to save manpower, in view of the insufficient prophase planning, unpredictable problems in the design process, the products with the fit of the market in the comprehensive adjustment of pretreatment, strictly regulate the design management is indispensable in the design process.

Design management is a new subject in the field of industrial design. Despite increasing attention from abroad, it has achieved only early results.

Design management of the first definition by British designer Michael Farry first proposed in 1966, "design manager in defining the design problem, find the right designer, and as much as possible to make designers in the established budget in a timely manner to solve design problems", he put the design management is to solve the problem of relating to a function, focus and the guide of the design management, rather than the management of the wizard. Michael Farry put forward the definition from the perspective of designers. Another understanding is that design management at the enterprise level refers to the management of design by enterprise leaders from the perspective of enterprise operation. Based on enterprise philosophy and operation policy, design can better serve the strategic goals of the enterprise.

Design management is an important part of modern enterprise management, including enterprise strategy management, design goal management, design program management, design system management, design quality management, intellectual property management and so on.

China has also begun research in recent years. China is just getting started. Design management is: "to design and organize R&D management activities according to the needs of users. To influence and change people's lives in a new, more rational and scientific way, and to manage a range of policies and program aimed at max business benefits. (Bo Tang, 2003)

1.1.2 Importance of design management

Management needs innovative design, and design innovation must be managed. The emergence of design management as a new discipline is the necessary result of modern economic development. Design and management, these are two words that are frequently used in modern economic life. Are an important part of the business strategy.

Design is not an artist's improvisation, nor is it a designer's pursuit of individuality. The main task of design is to apply the knowledge of natural science and social science to seek customer satisfaction, and to achieve it in the best way under the constraints of local materials and technology economy. However, in the process of practice, we can find that many product innovation projects fail, the key lies in the choice of product innovation projects themselves, some have no market demand, some are not suitable for enterprise development.

The emergence of design management as a new discipline is not only the need of design but also the need of management. The basic starting point of design management is to improve the efficiency of product development and design. For designers, product innovation is not the artist's improvisation, also should not be the designer's personality, in the modern economic life, design innovation is increasingly becoming a purposeful and planned coordinate with all disciplines and departments of organizational behavior: design innovation needs to be based on economic, technological level, on the basis of the conditions of production; Design innovation needs the support of market intelligence department; Design innovation must meet the strategic requirements of enterprise development; Specific product innovation design work, such as design methods, procedures, concepts, etc., it is necessary to combine the characteristics of the enterprise management and innovation. Therefore, in this context, the lack of systematic, scientific and effective design management will inevitably lead to blind, inefficient innovation and lifeless products. Thus a lot of time and precious resources are wasted, which brings fatal blow to the enterprise. At the same time, the designer's thought and intention can not be fully implemented. On the other hand, design management has its own characteristics and scientific laws, and is more and more closely related to scientific research, production, marketing and other behaviors, and is playing an increasingly important role in modern economic production.

Therefore, product innovation and the auxiliary design of promoting these products will inevitably become one of the important contents of modern enterprise management. Do not understand the design law and characteristics of the management, as well as the design management is ineffective, will become the enterprise other management work is ineffective. Therefore, the importance of design management is obvious in product innovation.

Chrysler, one of the three pillars of the American auto industry, went east to Western Europe, gobbling up small car companies to expand its power and influence. As a result, the design image is not unified and the design effect is not ideal. Some cars are hung with the logo before annexation and some with the logo of existing companies, which makes people feel confused. As a result, consumers also lost confidence in the company's overall strength and Chrysler's expansion plans. The reason is that there is no unified design management system. (Wenkokang, 2001)

Product innovation process is an innovative, complex and dynamic process. Therefore, when developing new products, design innovation is indispensable. However, the self-indulgence of designers and their focus on product innovation will cause many problems in the future. Therefore, it must also have a design management process, and the product innovation process is the process of completing a designer's transformation of a new project from a solution to a final product, which is contradictory and contradictory in the extensive development process. Solving these problems through standardization is the main task of design management, which shapes the scientific, regulatory, regulatory and efficient innovation process of products. Design management will enhance the business value of new products and core future prospects, supporting the business value of activities, so design management can be a major influencing factor for new product innovation. If a company wants to profit from product design, it must develop design management.

Although business managers sometimes evaluate design projects, most evaluations take place after the project is completed. This process only evaluates the design, not the role it actually plays. If the designer can't see anything wrong with the whole thing before it's done, it will ruin the design. The goal of design management is to maintain as many standards as possible during the planning process to avoid these errors

The guarantee of successful design management is the successful development of new products. On the contrary, the failure of products will lead to the failure of the whole design company and bring huge economic losses. Therefore, design management must be valued by the company's product innovation.

Product design innovation is closely related to design management, and must be built on the basis of innovative design, development process research and redesign. It also depends on the importance of design management in product design

1.2 Problem statement

Design management departments do not receive the corresponding attention from product design companies: in many enterprises, product design management is not given enough attention in innovative design to recognize the important role of design management in the overall project and focus on other things that can bring direct benefits to the enterprise. However, if a design process lacks scientific and effective project management procedures, not only can not effectively improve the management efficiency, but also may lead to chaos in the product design process, thus affecting the effective deployment of innovative product development projects. The quality of design management will indirectly affect the publicity of corporate image. (Yao Qingwang, 2016)

Lack of perfect management operation mechanism: in our current product design, especially in the design management. Negative attitude, lack of scientific and effective functional mechanism, so the design quality is bound to be damaged. No matter which aspect of management, good operation mechanism can bring us huge benefits. Having a standard management mechanism can save us time and unnecessary aspects of the design process. But the design management is still in the initial stage, lack of a set of perfect operation mechanism.

Design management strategy has not kept pace with The Times: many existing design companies have done a good job in the early stage, but as time goes by, especially in the era of "smart grid", many design companies have made great mistakes or delays in management strategy, or the design department strategy is not perfect. For example, Nokiya, the former brother of the mobile phone industry, was made obsolete by the time precisely because the smart network did not develop a strategy suitable for the technology and time in the rapid development era.

In addition to the above problems, there are also design management in product innovation team communication difficulties, design team is a complex group. These include difficulties between managers and designers. This also is why need to design management, managers to have the professional background of design, may communicate smoothly with stylist, but most of the internal design team, the conflict between designers and managers is often happen, because managers are mostly from the traditional leadership positions, because of its culture and education, professional background, reflect the view of things at work, ideas and solutions, etc. Very different from designer. For example, designers are often accustomed to using visual forms to express ideas in communication, and are oriented to seeking the final result of solving problems in work, while traditional managers are more accustomed to using data or quantitative indicators to explain problems, and are problem-oriented in work.

It also includes communication difficulties among the design community itself. The design team includes all kinds of designers, including industrial, structural, material, production, visual and other designers. Due to the designers' different educational background and professional knowledge structure, it is inevitable that there will be a deviation in the understanding of the whole design, leading to difficulties in communication. For example, structural designers usually focus on the importance of product structure, and the pursuit of reasonable structure is the key to design. Industrial designers tend to pay attention to the appearance of products and require structural designers to achieve it, so it is the understanding of professional knowledge and the overall understanding of design is the main cause of poor communication between design groups.

1.3 Research questions

In view of this situation, this paper chooses the positive importance of design management in the process of product innovation and development. How to make design management show the best performance in the application of product innovation and organization management? The design of the new product is impressive. How to effectively support product innovation, unify company image, and let designers concentrate on design. Make its products in the creation process more smooth, create better products, for the company to seek more benefits. And how to strengthen the weak awareness of the company leaders on design management, learn more successful and scientific design improvement examples and the importance of product design and development plan management. How to correct the lack of supervision of design management is often due to subjective reasons, which often affects product innovation. This important way of design management is often ignored by the existing common design companies.

Product innovation has unique characteristics. Designers need to be given enough freedom, so there will be product innovation, but a team that does nothing will lead to chaos, so the question at this stage is how to make the design team to create order out of chaos

Design management is the system control of the whole design process. The scope of modern design management not only includes the control and implementation of the design process. Therefore, standardized design management system helps us to quickly understand and integrate into design management. (Zhang Jiao, 2019)

1.4 Research target

Design is the most common creative activity in human society, which is almost included in all human activities. However, when design is associated with industry, commerce, interests and economy, it will inevitably be combined with management. The importance of design management in enterprise product innovation is self-evident.

The purpose of this study is to win the attention of enterprise managers on design management through the definition of design management and the importance of successful design management in the process of rapid innovation and innovation. For example, in the process of research and development, enterprises pay more attention to design and management, improve the corporate image, improve the efficiency of the company.

To strengthen the management of designers and engineers, designers should strengthen their professional skills, obey the concept of system design method, and strengthen product innovation and engineering design research. Engineers are mainly responsible for solving production and technical problems in new product projects. Design management is to let designers and engineers realize that they are all for the realization of a product, and improve the possibility of new product innovation success.

Through the integration of a series of related investigations, it is concluded that better application design management is feasible and necessary in the process of product innovation. Relevant research methods were adopted to sort out the collected literature and find practical application cases, so as to make the research report more scientific, accurate and practical. In plan management, whether the design is successful, whether the goal is achieved, whether the enterprise is effective is the key. Therefore, it is essential to take the right decisions in programme management activities.

1.5 Significance of the study

(1) By promoting technological breakthroughs and cooperation in different fields, resources in all fields can be fully utilized, and the importance of design management for product innovation can be reflected, so as to accelerate the transformation of technology into commodities.

(2) Timely access to market information is beneficial and gives business leaders the opportunity to recognize the importance of design management. Look for new avenues for the company.

(3) It is conducive to the correct use of resources, reduce the consumption of human and material resources, and improve the competitiveness of the company's products.

(4) It is conducive to good business relationship adjustment by creating a healthy working environment.

(5) Support the establishment of a well-designed and stable design management team to eliminate abuses related to spillover effects.

(6) It is beneficial to establish a clear, novel and unified corporate image.

At present the design of the related companies, designers and managers such as the study of design management is still stay in the field of design and production, through the research of design management system production is still stay in the field of design and production, through the elaboration of design management definition and the meaning of product innovation and development, emphasis on strengthening design management, development and design the products with market competitiveness. Stabilize the idea of product innovation, promote the healthy development of the company, and theoretically analyze, summarize and elaborate the design management. Forming a theoretical system. The theory forms the practice direction to the product innovation.

From different perspectives of the importance of design management in product innovation, this paper intends to conduct a systematic study on the development trend of design management model research, trying to study a certain theoretical significance, to provide theoretical guidance for the future design management model of industrial design companies.

Design management is a crossing the intersection of design and management model, the fusion of the two can make the product innovation design more scientific, using the design management, specific design work of product innovation management pattern research, by solving the problems found, carries on the effective management of design organization and strategy, and find a new design of product innovation management mode and organization.

LITERATURE REVIEW

2.1 Design management faces challenges in new product innovation and research and development

Facing the broad market, more personalized consumer demand, shorter and faster product development cycle and the trend of unified technology platform, high quality design and good market operation are the two magic weapons of success. Through design, the use value, spiritual value and emotional value of the product are integrated into the brand recognition.

At present, "it is not the lack of good design, but the lack of design management". For a long time, the common situation in some departments or enterprises is that the design project fails to meet the expected standards and goals due to the lack of unified management, leading to the bottom of the design quality; Design is not managed by people who know design well. In some enterprises, the fate of design is often in the hands of a few leaders. For a long time, designers are responsible for the design and leaders are responsible for the approval of the situation, so that some really good designs only stay on the designer's drawings, difficult to achieve. It is this design status quo that hinders the upgrading of new products. On the one hand, the products produced by enterprises cannot be sold, resulting in a waste of resources. On the other hand, the demand of consumers cannot be met, and there is a large gap.

Design management in different development stages is a management method based on innovative development process. The ability to integrate design management with the designer's ideas determines the continuous innovation of product design. Many of these factors affect design management. Previous attempts have been made to translate creative design into standardized linear thinking, so it is necessary to understand the design management of product innovation. (Varnes, 2017). Shows how project participants will establish more stable management and involve more impersonal participation to ensure product innovation. But it is not easy to achieve, the product innovation itself has the very big subjective factor participation. Now, design management is to combine these subjective factors and non-subjective factors, so that the project is carried out smoothly under scientific management. For example, Darrellmann and his team applied the TRIZ innovation method to the field of design and management, and carried out pioneering research aimed at solving the basic contradictions and problems in the field of management with new product innovation. (Retseptor G, 2017), but the progress is not smooth, so the research and development difficulties and challenges faced by design management in the innovative application of new products also deserve our attention.

Although we have a professional, common meaning. However, in the process of product innovation, the objective design is not professional, the project management is insufficient, and the division of labor is not clear, which reduces the efficiency and cost of project management. It is not only the increase in economic expenditure that will lead to human resource management problems. (Yuan Yu, 2018)

Design process is not clear, there are a lot of business with no clear goal task, lack of planning and dynamic design management operation is not enough, but only the goals and tasks of design management system, have made it clear that, by contrast the actual work progress, observe and adjust the management method, can control, formulate a set of perfect management system and flexible.

Management of design, implementation of design and implementation of design management function also lack of effective incentive and punishment mechanism, but how to effectively implement design management tasks, to create high-quality new management products, must be related to encouragement.

2.2 Design management opportunities in product innovation

The growth of the knowledge economy, the globalization of competition and the diversification of demand have increased the importance of market competition, product diversification and product innovation. In this historical background, the application of design management application development has also been widely used. From the perspective of innovation process and overall management, innovative design management requires a combination of the two approaches -- namely design management and the application of innovative methods -- and the current goal is to double product design creativity and profitability. Meanwhile, according to Schumpeter's innovation theory, the benefit of product development lies in its internal demand for innovation, and design management can play a role in promoting product innovation. (Earl N, 2013), including: management process, management scope, resource allocation management, user demand management and design management to encourage designers.

According to the function of management, design management can be divided into market management, design project management, personnel and financial management and other project management. The process of product innovation design is very complicated, which needs to be coordinated in many aspects. The management of each part is a very important step. The market manager is concerned with the design market. Conduct preliminary research and analyze the psychological needs of consumers. Correct market research and evaluation by managers can avoid the repetitive work of product development and reduce the amount of rework, so the profits from new products will naturally be greater. The financial manager is responsible for raising funds, budgeting, cost accounting, financial monitoring and other links of the design project. This part of the management personnel to ensure that the enterprise more efficient implementation of the design project, has a great role in promoting team cooperation. The design project manager is responsible for the formulation and control of design activities, design planning, design quality control, design construction and other related layouts. As the demand of consumers is more and more diversified, the position of design project managers in enterprises is more and more important. The decision-making ability and communication ability of managers can find the failed projects as early as possible. If the potential failed projects are found as early as possible, it will save the cost of the enterprise, shorten the product development time and improve the competitiveness of the enterprise. The personnel manager is responsible for the management of design human resources. The essence of competition between enterprises is talent competition. Every mark in the product development process by means of the criterion of the cross-functional departments, the design of the high quality talented person need to have the ability to cross functional department team, although different design management in product development as a different role, but their common role in new product development process, improve the team cooperation, reduce rework and repetitive work, improve the success rate, early detection failure of the project, ensure new product smoothly release, shorten the product release time.

In the new product innovation stage, managers need to organize and lead various departments to carry out concurrent engineering, control product quality and shorten research and development time. The last stage of product release requires the implementation of the Marketing Department's plan and the production department's plan to control a complete plan to proceed smoothly. The functional management of design management is not only reflected in each stage of the new product development process, but also in a pass before each stage. The pass determines whether the development activities can be advanced to the next stage of the process, and it has an important quality control role. The gateways involve not only designers, but also management personnel, as well as relevant technical support and market factors.

The rise and fall of an enterprise is the standard of a market economy. One of the famous Apple companies in the United States is a typical company, which attaches great importance to management design. Every year, a large amount of manpower and material resources are used to maintain the design management. Apple has a strong technical force in the launch, and it is well known that such intensive product innovation cannot be separated from Apple's efficient design management in the product development process. (Xin Cui, 2019) At the same time, each designer in the team shows his or her own level, so that the organizational structure can achieve the best effect between the two, make full use of the different advantages of each designer, and finally give the design a chance to realize its value. Design management is a powerful booster applied to product innovation, but also a reassuring guarantee.

After a long period of systematic summary, the design management is decomposed and transformed into a conceptual model of unified management, which has a certain overall guiding significance. According to the analysis, design management can play an important role in the process of product innovation, facilitating marketing, functional organizational structure and future planning. (Robert G Cooper, 2013)

2.3 Present situation and prospect of design management in product innovation and development

Design management plays an important role in the development of China's design industry, which not only plays an important role in improving the overall level of the design industry, but also in practice, the development path of the design industry is more and more extensive. (Robert G Cooper, 2013)

Modern enterprises should pay attention to the shaping and cultivation of legal concepts, establish the spirit of contract, the sense of integrity and the concept of social responsibility through compliance management, and give full play to the role of design team. Secondly, in the era of knowledge economy, the management of knowledge capital and the construction and management of design team information sharing system are becoming more and more important. In addition, the design team's growth direction, growth rate and other issues are systematically studied for sustainable development and design team growth management. Taking opportunity as a kind of scarce resource, this paper discusses how to recognize, seek and utilize opportunity, combine risk management and seek opportunity management for design decision. Thirdly, design management research will be more closely combined with economics, psychology, sociology, mathematics and so on. Design management itself is a comprehensive discipline. In addition to the continuous promotion of design management practice innovation, its development is also promoted by other similar disciplines, in which the latest achievements of the development of economics, psychology, sociology, mathematics and other disciplines have been applied in the study of management. Finally, the research of design management will highlight the characteristics of people-oriented. In the era of knowledge-based economy, the factors that determine the fate of enterprises or design teams will increasingly depend on the quantity and quality of talents. It will become a more important task of design management to study how to give full play to people's intelligence and physical strength as well as members' cooperative working ability. With the arrival of the era of humanism management, the management technology based on the idea of profit drive and temptation of seeing things and not seeing people has been severely challenged. People began to realize that humanity was fully respected, individual autonomy was fully exerted, that is, everyone is a manager model. We should combine the rational management of people with the perceptual management organically.

Design management makes product innovation more human, more human, changing the relationship between design organizations, making them a part of each other. If Chinese enterprises want to survive and develop for a long time, they must make full use of management design and network technology to create a clear image of the enterprise and effectively improve the operating effect.

A unique corporate identity designed to win the trust of supporters and the community. We must rely on the development of design innovation to make enterprises realize design management projects and improve the competitiveness of enterprises. Provide faster and more accurate reasons for enterprise managers to make decisions; Expanding corporate and market collection and feedback; Improve design and productivity, avoid wasting resources, and save company capital.

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THE INFLUENCE OF ONLINE REVIEWS OF NEW ENERGY VEHICLES ON CONSUMER PURCHASE INTENTION. AN EMPIRICAL STUDY OF TESLA ELECTRIC CARS.

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ABSTRACT

At present, scholars' research on consumer behavior in new energy vehicles is still relatively limited. Therefore, this research will use brand identity as the mediating variable to explore the relationship between online reviews of new energy vehicles and consumers' willingness to purchase new energy vehicles and construct a research framework. This study uses convenience sampling for data collection and sends electronic questionnaires to Tesla's potential customers in China through social media. This study uses SmartPLS 3 and SPSS 25 statistical software to conduct data analysis and finds that brand identity plays a mediating role in the relationship between online reviews of new energy vehicles and consumers' willingness to purchase new energy vehicles. The source credibility of online reviews will affect consumers' intention to purchase new energy vehicles. At the same time, this research also provides discussion and inspiration for Chinese domestically produced new energy vehicle companies and puts forward restrictions and suggestions for future research.

Keywords: New Energy Vehicle, Online Reviews, Source Credibility, Brand Identity, Purchase Intention

INTRODUCTION

1.1 The Background of the study

With economic development and technological progress in recent years, various countries have realized the importance of protecting the environment while developing their economies. Under such trends, new energy vehicles have gradually entered people's lives.

EVsales (2020) pointed out that in the first half of 2020, the global cumulative sales of Tesla Model 3 was 142,000, while the sales of 35,900 in June topped the list. This means that among the global sales of electric vehicles, Tesla's Model-3 accounts for about 15%. This data shows that Tesla Model-3 has sold 100,000 more than the second-place Renault Zoe. EVsales (2020) stated that Model-3 has become the best-selling new energy vehicle in China's new energy vehicle market.

China is the country with the largest sales of new energy vehicles in the world, with cumulative sales of nearly 4.2 million vehicles by 2019 (Xie, Wu, & Zhu, 2020). At present, in China's new energy vehicle market, new energy vehicles mainly include four categories, namely: (1) hybrid electric vehicles (HEV); (2) hybrid electric vehicles (PHEV); (3) battery electric vehicles (BEV); (4) fuel cell vehicles (FCV) (Gong, Wang, & Wang, 2013).

At the same time, with the popularization of Internet technology, various social media have emerged. More and more consumers voluntarily share the positive or negative shopping experience they feel during the shopping process on social media platforms. They try to provide guidance to other potential consumers by sharing their shopping experience to choose products or services that are more suitable for them (Wang & Wang, 2020).

Therefore, traditional word-of-mouth marketing is gradually transformed into electronic word-of-mouth (eWOM) marketing through individual consumers from social media. This is a change from offline to online (Lamberton & Stephen, 2016). For consumers, pre-purchase information collection on social media through the Internet is far more efficient and detailed than information about products or services obtained through traditional word of mouth (Alalwan, Algharabat, Baabdullah, Rana, Raman, Dwivedi, & Aljafari, 2019). Related research shows that more and more consumers will search for other consumers' reviews of the product or service on social media before making a purchase, and then decide whether to buy (Wang, Kortana, & Kuang, 2020).

1.2 The Problem statement

This study aims to explore whether consumers who have purchased or used Tesla's new energy vehicles will affect the purchase intention of potential consumers when they post online reviews about Tesla's new energy vehicles on social media.

1.3 Research question

This study summarizes the following research questions:

RQ1: Does source credibility affect brand identity?

RQ2: Does source credibility affect purchase intention?

RQ3: Does brand identity affect purchase intention?

1.4 Research objectives

Due to the continuous development of communication technology, social media has become an essential part of people's lives. More and more companies realize the importance of social media, especially online reviews of a company's products and services on social media. At present, social media has become an indispensable part of many companies' marketing strategies. Therefore, the purpose of this research is to define the relationship between source credibility, brand identity and purchase intention in the case of Tesla's new energy vehicles. The study to answer the following three questions.

RO1: To investigate the influence of the source credibility on brand identity.

RO2: To investigate the influence of the source credibility on purchase intention.

RO3: To investigate the influence of the brand identity on purchase intention.

1.5. The Significance of Research

1.5.1 Theoretical significance

At present, theoretically, there is little research on the influencing factors of online reviews on consumers' online purchasing decisions for consumers of new energy electric vehicles.More importantly, most of the current research on factors affecting consumers' online purchase of new energy electric vehicles adopt qualitative methods.

Regarding the factors that affect the purchase intention of new energy electric vehicle consumers, it is urgent to integrate the existing framework to establish a model of online reviews affecting consumers' purchase intention.Therefore, this research will focus on this situation, which has certain innovative and practical significance.

1.5.2 Practical importance

First of all, the Internet is flooded with comment information for comment recipients, and most of the information is of no value. This research aims to explore whether consumers who purchase or use Tesla's new energy vehicles will affect the purchase intention of potential consumers when they post online comments about Tesla's new energy vehicles on social media. For those who post comments on social media platforms, this not only helps provide valuable information to consumers in need, but also helps consumers make purchase decisions.

LITERATURE REVIEW

2.1 S-O-R Theory

SOR (Stimulus-Organism-Response) theoretical model is used to explain the impact of the environment on human behavior (Cheng, Tsai, Chuang, Lin, & Ho, 2020). The S-O-R theoretical model originated from psychology and is mainly used to explain the influence of external environmental factors on users' psychological and behavioral responses. The model is composed of three parts, namely stimulus, organism and response (Kühn & Petzer, 2018). As shown in Figure 2-2. Among them, S stands for stimulus. This stimulus can be the stimulus of the external environment, such as political, cultural, economic and other uncontrollable factors; it can be marketing methods, such as discounts on product promotions. External stimuli have an impact on the body. O represents the mediating variable (organism, which refers to the individual's inner activity that is stimulated by the outside world. R stands for response, which refers to the approach or avoidance behavior of an individual through emotional changes after external stimuli (Bigne, Chatzipanagiotou, & Ruiz, 2020).

2.2 Source Credibility

Nowadays, with the development of communication technology, social media platforms have become an important channel for people to maintain interpersonal relationships and express their own characteristics (Winter & Neubaum, 2016). Therefore, more and more companies are beginning to notice the important role of opinion leaders in social media (Neubaum & Krämer, 2017). Barker (2017) believes that credibility refers to a feeling of having the same consciousness and having trust and perceptual reliability. Credibility can be interpreted as credible information or credible people (Kakol, Nielek, & Wierzbicki, 2017). Visentin, Pizzi and Pichierri (2019) pointed out that credibility can represent the feeling of trust between people, groups and groups, or between individuals and groups. Regardless of whether the received information is true or not, the degree to which the information is believed is the credibility (Visentin et al., 2019). Hughes, Swaminathan and Brooks (2019) believe that source credibility refers to the attitude of the information recipient to the source of the information, and the degree to which the information recipient believes in the communicator. Kim and Peterson (2017) defined source credibility as a way to evaluate the degree of trustworthiness of received information. Cheng, Fu and de Vreede (2017) define source credibility as the process of information selection and information filtering.

Likeability

Likeability refers to the degree to which consumers like the spokesperson, which may be appearance, charm or traits, etc. This is an emotional change.

Similarity

Similarity refers to the degree of similarity between consumers and the spokesperson, including similarities in attitude, culture, interests, and life background.

Ohanian (1990) pointed out in the research that credibility can be regarded as a source of objective opinions that provide information content. That is to say, the positive characteristics of the communicator can affect the acceptance of the message by the receiver (Ohanian, 1990). Ohanian (1990) improved the source credibility model proposed by previous scholars, and proposed a new source credibility model, that is, the credibility of the spokesperson mainly comes from three dimensions: attractiveness, trustworthiness and expertise.

Attractiveness

Attractiveness refers to the information itself that can arouse the interest and positive attitude of consumers, or the attraction radiated by the information disseminator.

Expertise

Expertise refers to the degree of expertise that consumers consider the source of information. Whether the information disseminator has professional skills, knowledge, and other characteristics, that is, whether the source of the information is highly persuasive and authoritative in related fields.

Trustworthiness

Trustworthiness refers to the degree to which consumers believe the source of information is trustworthy. After the consumer receives the information, the consumer believes that the source of the information can be trusted.

2.3 Brand Identity

Brand identity refers to the degree to which consumers perceive their self-image and brand image (Ruzzier & De Chernatony, 2013). When consumers perceive that the attributes of a brand are highly compatible with their self-image, the higher their sense of brand identity (Lin & Sung, 2014). Brand identity reflects the psychological state of consumers who believe they belong to a brand. Kohli, Harich and Leuthesser (2005) showed that the characteristics of the brand itself have an impact on consumers' brand identity. For example, Çifci and Koçak (2012) showed that brand reputation and brand quality have a positive impact on consumers' brand identity. So, King, Hudson and Meng (2017) confirmed that brand attractiveness affects brand identity. Meanwhile, a study by Balochi, Hasangholi Pour, Maleki Min Bashe Razgah, and Siah Sarani Kojori (2015) confirmed that brand identity has a positive impact on brand communication.

2.4 Purchase Intention

Kim and ko (2010) believe that Purchase intention refers to the possibility that consumers will purchase a specific product in the future. Purchasing intention refers to the possibility that consumers will purchase products and services of certain companies in the future (Gautam & Sharma, 2017). Zhu, Mou and Benyoucef (2019) found that there is a close relationship between the consumers' purchase intention and consumers' trust in a certain brand. Many scholars' studies have shown that purchase intention can indicate the effectiveness of marketing strategies (Wang & Wang, 2020). In addition, since the purchase intention can be defined as the consumer's intention to purchase in the future, the company's future income can also be estimated through the purchase intention (Mohseni, Jayashree, Rezaei, Kasim, & Okumus, 2018). Purchasing intention indicates how confident consumers are in buying products or services in the future (Chiang, 2018). The higher the consumer's confidence, the stronger the purchase intention in the future (Calvo-Porral & Lévy-Mangin, 2017). Consumers tend to collect information before deciding to purchase products or services because this can often enable consumers to purchase suitable products that meet consumer needs and desires (Rungsrisawat, Joemsittiprasert, & Jermsittiparsert, 2019).

2.5 Influence of source credibility on its outcome variables

Consumers tend to collect information before deciding to purchase products or services because this can often enable consumers to purchase suitable products that meet consumer needs and desires (Rungsrisawat et al., 2019).

H1: Source credibility of online reviews has a significant influence on brand identity.

H2: Source credibility of online reviews has a significant influence on purchase intention.

2.6 The relationship between brand identity and purchase intention

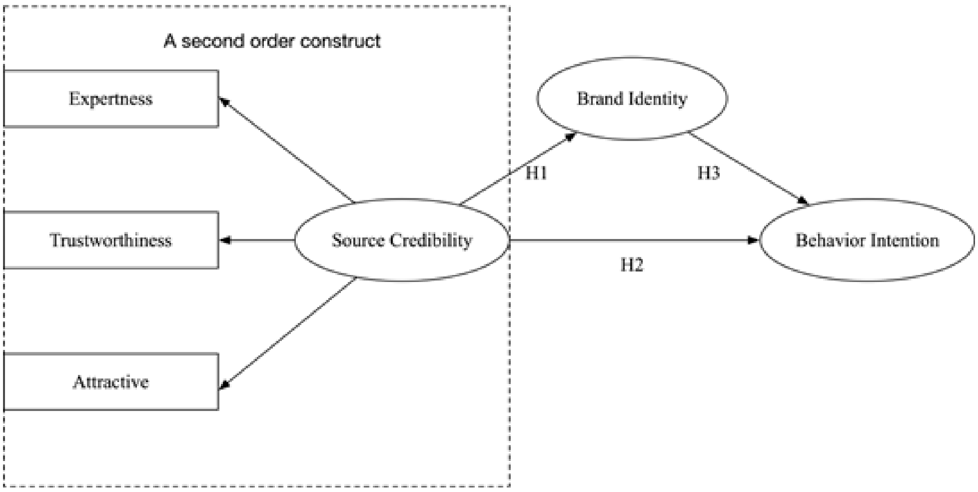
H3: Brand identity has a significant influence on purchase intention.

RESEARCH METHODOLOGY

3.1 Conceptual Framework

This study explores the relationship between source credibility, brand identity, and purchase intention in social media platforms, as well as the use of the S-O-R theoretical model developed for this study; then, this study develops the research framework. To summarize the hypotheses discussed above, the conceptual model of this study is shown in Figure 3-1.

Figure 3 1 The conceptual framework of research



3.2 Measurement

In response to the research hypothesis above, question items were set for each indicator through communication with online review users as well as instructors. For the questionnaire design, the internationally accepted seven-point Likert scale (1=completely disagree, 2=comparatively disagree, 3=somewhat disagree, 4=uncertain, 5=somewhat agree, 6=comparatively agree, 7=strongly agree) was used to rate the questions.

This study is a quantitative study, so this study obtained the required data by means of a questionnaire. The questionnaire designed for this study includes source credibility, brand identification and purchase intention. The variables in the questionnaire were measured using existing established scales, while the scales were appropriately modified according to the research requirements of this paper, and the reliability and validity of the scales were tested in the later data processing process to remove the question items that did not meet the conditions.

In order to ensure a sound and scientific index and valid questionnaire, the empirical study was divided into two stages: first, the literature review and expert survey stage to determine the index system of factors influencing consumers' intention to purchase online from online reviews and further improve the questionnaire; second, the research stage to obtain data for the empirical analysis model test.

3.3 Sampling

For this study, two major conditions were required to be met for the participants in the questionnaire: first, the respondents must be able to use the Internet to browse for information and have the financial means to use the Internet; second, the persons counted must use the

Internet as an important channel for making decisions about their purchases and already have the experience of being exposed to a large number of online reviews.

However, considering the time, cost, and convenience, convenience sampling was used in this study. In this study, an online questionnaire was used to collect the research sample, and a questionnaire was distributed through online social media to find respondents who were willing to answer the questionnaire.

The online questionnaire was distributed to consumers who liked, shared or commented on information about Tesla electric cars on social media platforms. The questionnaire was only provided to customers who voluntarily filled out the questionnaire for this study. A total of 260 questionnaires were distributed and 203 valid questionnaires were returned, with a valid return rate of 78.07%.

3.4 Data analysis method

This study used SmartPLS 3 and SPSS 25 statistical software for descriptive statistical analysis, reliability analysis, validity analysis, mediation effect analysis, and ANOVA analysis.

RESULTS AND FINDINGS

4.1 Data Analysis

4.1.1 Descriptive Statistics

Data recovery

The survey of this research method mainly adopts the method of questionnaire survey, which provides a structured questionnaire test by collecting specific information.

Data descriptive statistics

First, the basic situation of the data obtained by the survey is understood from the basic situation of the sample's gender, age, educational background, monthly income and Internet age, and descriptive statistical analysis is carried out.

Table 4-1 The gender distribution of samples

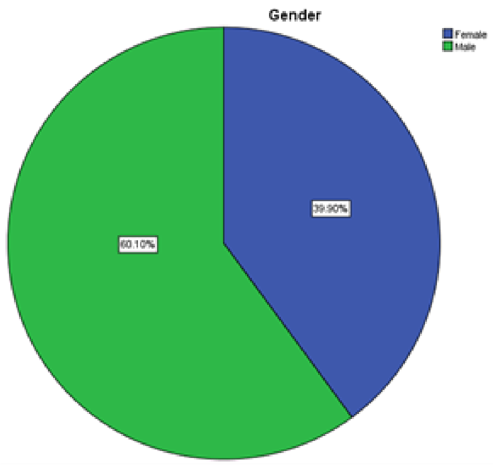
Gender	Number	Percentage(percent)
Male	122	60.1
Female	81	39.9

(1) Gender

The gender distribution of the samples in this study is shown in Table 4-1.

As can be seen from the above table, of the 203 valid questionnaires returned, 122 males accounted for 60.1 percent of the total valid questionnaires, and 81 females accounted for 39.9 percent of the total valid questionnaires. Therefore, the gender ratio of the score samples drawn by this research is in line with the research requirements.

Figure 4-1 The gender distribution of samples (Design of this study)



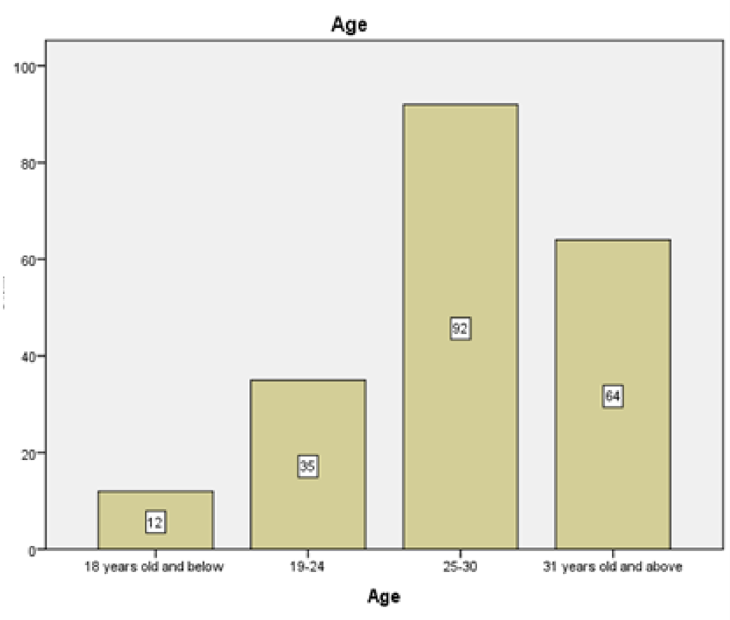
(2) Age

Table 4-2 The age distribution of samples

Age	Number	Percentage(percent)
18 years old and below	12	5.9
19-24	35	17.2
25-30	92	45.3
31 years old and above	64	31.5

The age distribution of the samples in this study is shown in Table 4-2.

Figure 4-2 The age distribution of sample(Design of this study)



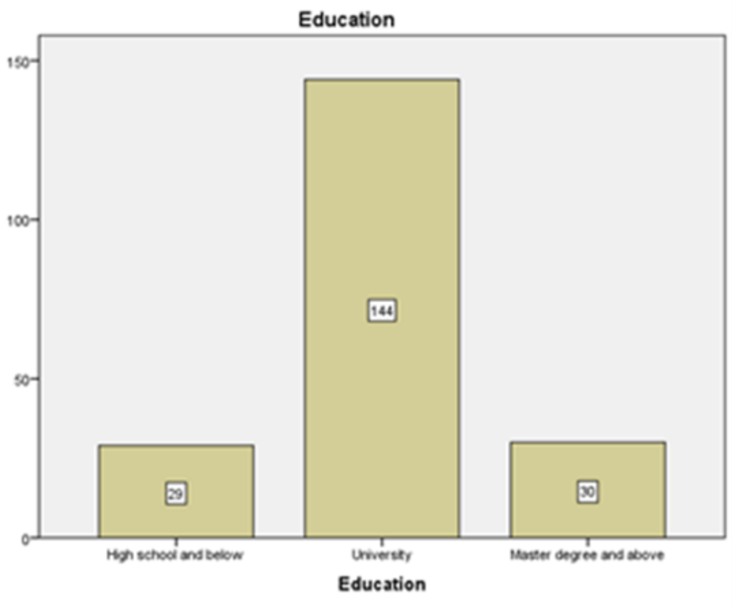
(3) Education

The distribution of academic qualifications of the samples in this study is shown in Table 4-3. In this study, the survey sample, high school and below accounted for 14.3 percent, of which university accounted for 70.9 percent, master degree and above accounted for 14.8 percent

Table 4-3 The education distribution of samples

Education	Number	Percentage(percent)
High school and below	29	14.3
University	144	70.9
Master degree and above	30	14.8

Figure 4-3 The education distribution of samples(Design of this study)



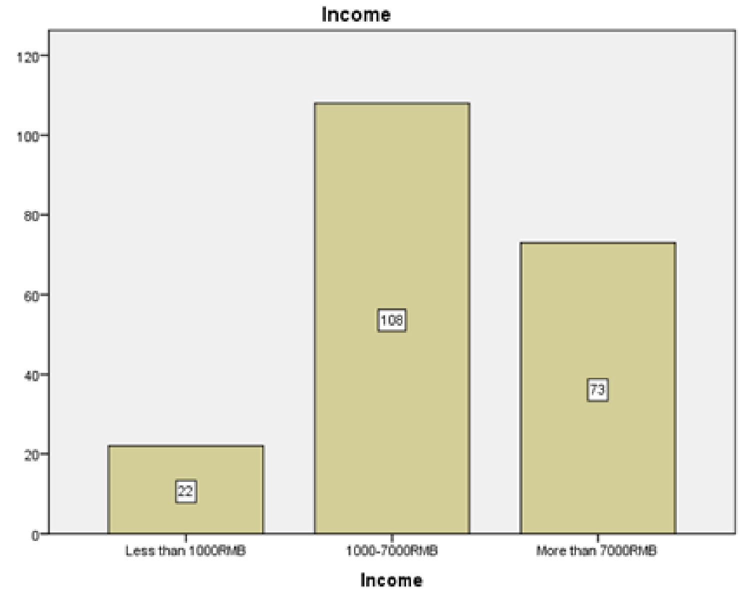
(4) Statistical analysis of monthly income

The monthly income of the samples in this study is shown in Table 4-4.

Table 4-4 The income distribution of samples

Income	Number	Percentage(percent)
Less than 1000RMB	22	10.8
1000-7000RMB	108	53.2
More than 7000RMB	73	36.0

Figure 4-4 The income distribution of samples (Design of this study)



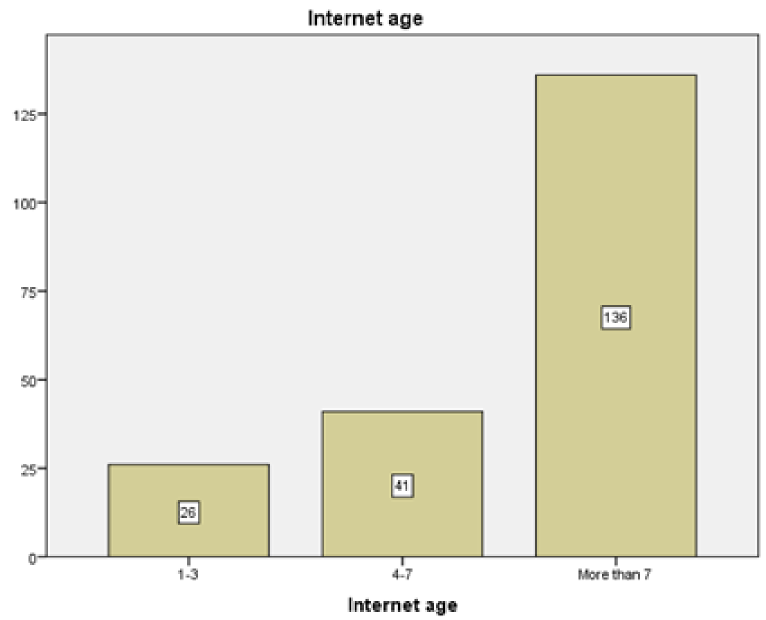
(5) Statistical analysis of Internet service life

The Internet service life of the samples in this study is shown in Table 4-5.

Table 4-5 The Internet age distribution of samples

Internet age	Number	Percentage(percent)
1-3	26	12.8
4-7	41	20.2
More than 7	136	67.0

Figure 4-5 The Internet age distribution of samples(Design of this study)



4.1.2 Quantitative Data

Measurement Model

First, in order to examine the magnitude of the standard error of the question items of the questionnaire, the study used reliability analysis, which refers to the Consistency and Stability of the test results. Stability refers to whether the same results can be obtained when a characteristic is repeatedly measured using the same measurement instrument. Internal consistency, on the other hand, is a measure of whether the tool has internal consistency to obtain the same results. In this study, a seven-level Likert scale was used to measure the questionnaire items, and the measure was the value of alpha coefficient created by Cronbach. The higher the value of alpha coefficient, the higher the reliability of the questionnaire and the higher the internal consistency of the questionnaire.

According to Cronbach's alpha coefficient proposed by Cronbach (1951), the criteria for determining reliability are: alpha < 0.35 for low reliability; 0.35 < alpha < 0.70 for medium reliability; and alpha > 0.7 for high reliability.

In this study, the reliability analysis was conducted mainly using SmartPLS 3.0 software, and the results of the analysis are shown in Table 4-6 below. From Table 4-6, it can be seen that the Cronbach's alpha for Attractive, Expertness, Trustworthiness, Brand Identity, and Behavioral Intention are 0.870, 0.962, 0.936, 0.832, and 0.835 respectively, which are higher than 0.700. Indicating that the reliability of the scales in this study is up to standard.

Table 4-6 Validity and reliability for constructs

Constructs	**Items**	**Loadings**	**Cronbach's alpha**	**CR**	**AVE**
Attractive	Attractive1	0.846	0.870	0.920	0.794
	Attractive2	0.917			
	Attractive3	0.909			
Expertness	Expertness1	0.892	0.962	0.969	0.815
	Expertness2	0.897			
	Expertness3	0.910			
	Expertness4	0.918			
	Expertness5	0.914			
	Expertness6	0.902			
	Expertness7	0.887			
Trustworthiness	Trust1	0.913	0.936	0.952	0.797
	Trust2	0.919			
	Trust3	0.892			
	Trust4	0.891			
	Trust5	0.847			
Brand Identity	Identity1	0.801	0.832	0.882	0.599
	Identity2	0.753			
	Identity3	0.778			
	Identity4	0.814			
	Identity5	0.719			
Behavioral Intention	Behavioral1	0.788	0.835	0.883	0.602
	Behavioral2	0.768			
	Behavioral3	0.782			
	Behavioral4	0.819			
	Behavioral5	0.720			

The next step is to evaluate the discriminant validity. Validity refers to the extent to which the measured results reflect the content we want to examine. The better the results match the content to be examined, the higher the validity; conversely, the lower the validity. In other words, the results obtained from the scale are also a valuable reflection of what we want to measure. The measurement of scale validity consists of two aspects: ConvergentValidity (CV) and DiscriminantValidity (DV).

(1) Convergent validity test. This is assessed by the process of reviewing each of the scale's measurement items.

Convergent validity of a scale refers to a high degree of correlation between different items of the same construct, i.e., several different items of the same construct in the scale are measured with the same meaning.

In this paper, the convergent validity of the scale was analyzed by SmartPLS 3.0 software. This study followed the criteria for convergent validity proposed by Fonell and Lacker (1981). (1) The factor loadings of all constructs exceeded 0.700 and reached the significance level. (2) The composite reliability (CR) exceeds 0.700. (3) The average variance extracted (AVE) of all the constructs exceeded 0.500. The results of the aggregation validity test are detailed in Table 4-6. First, according to Table 4-6, the factor loadings of this study were all higher than 0.700. Second, according to Table 4-6, the combined reliability of the five constructs was 0.870, 0.962, 0.936, 0.832, and 0.835, respectively, which were all higher than 0.700 and within an acceptable range, indicating good internal consistency of the question items. Finally, according to Table 4-6, the AVE values of the five constructs were 0.794, 0.815, 0.797, 0.599, and 0.602, which exceeded the minimum acceptable level of 0.500, indicating that the model had good convergent validity.

(2) Discriminant validity test.

The discriminant validity of the scale refers to the degree of correlation between the items of different constructs. A low degree of correlation between different constructs means that there is no high correlation between this construct and other constructs.

The present study follows the criteria for determining convergent validity proposed by Fonell and Lacker (1981), and the discriminant validity of the scale can be verified by testing the square root of the AVE value of each construct, and the specific assessment criteria include the following two points. (1) The square root of the AVE value of each construct should be greater than the correlation coefficient between itself and the other constructs. (2) The cross-loading coefficients of all items are smaller than the factor loadings of the corresponding latent variables. In this paper, SmartPLS 3.0 software was used to test the discriminant validity. The results of the discriminant validity test are shown in Table 4-7. According to Table 4-7, the square root of the AVE value of each construct exceeds the correlation coefficient between itself and other constructs, i.e., the value on the diagonal is higher than the value on the non-diagonal. Second, according to Table 4-8, the cross-load coefficients also meet our test criteria. Therefore, the discriminant validity of the present study scale is in accordance with the criteria.

Table 4-7 Discriminant validity

Constructs	C1	C2	C3	C4	C5
Attractive	0.891				
Behavioral Intention	0.264	0.776			
Brand Identity	0.288	0.427	0.774		
Expertness	0.832	0.260	0.228	0.903	
Trustworthiness	0.721	0.181	0.169	0.865	0.893

Note: Values on the diagonal (bolded) are square root of the AVE while the off-diagonals are correlations.

Table4-8 Factor Loadings and Cross Loadings for the Measurement Model

Items	Attractive	Behavioral Intention	Brand Identity	Expertness	Trustworthiness
Attractive1	0.846	0.251	0.273	0.694	0.578
Attractive2	0.917	0.233	0.260	0.766	0.655
Attractive3	0.909	0.225	0.239	0.763	0.690
Behavioral1	0.256	0.788	0.298	0.223	0.116
Behavioral2	0.122	0.768	0.357	0.135	0.138
Behavioral3	0.149	0.782	0.360	0.176	0.133
Behavioral4	0.321	0.819	0.360	0.230	0.153
Behavioral5	0.171	0.720	0.270	0.255	0.165
Expertness1	0.727	0.254	0.179	0.892	0.786
Expertness2	0.782	0.264	0.271	0.897	0.747
Expertness3	0.779	0.260	0.232	0.910	0.772
Expertness4	0.780	0.248	0.198	0.918	0.763
Expertness5	0.743	0.215	0.189	0.914	0.800
Expertness6	0.776	0.194	0.234	0.902	0.804
Expertness7	0.672	0.212	0.139	0.887	0.794
Identity1	0.223	0.341	0.801	0.179	0.171
Identity2	0.180	0.312	0.753	0.157	0.125
Identity3	0.266	0.354	0.778	0.182	0.136
Identity4	0.233	0.344	0.814	0.190	0.161
Identity5	0.206	0.294	0.719	0.174	0.047
Trust1	0.696	0.163	0.183	0.786	0.913
Trust2	0.569	0.151	0.112	0.783	0.919
Trust3	0.635	0.184	0.179	0.729	0.892
Trust4	0.658	0.171	0.167	0.730	0.891
Trust5	0.658	0.141	0.114	0.829	0.847

Structural Model

In this study, the 203 questionnaires received were analyzed by SmartPLS software, and the structural model was evaluated as shown in Figure 4-6 and Figure 4-7. The cumulative total explained variance of the model was 20.6 percent. The results of the full model hypothesis testing using partial least squares are shown in Table 4-9.

The relationship between the variables was first investigated in this analysis. Purchase intention was favorably affected by brand identity (β= 0.393, t = 4.919, $p < 0.001$). In addition, source credibility also had a positive and significant effect on purchase intention (β= 0.158, t = 2.610, $p < 0.01$) and brand identity (β= 0.215, t = 3.518, $p < 0.001$). Therefore, hypothesis 1, hypothesis 2, and hypothesis 3 were supported (see Table 4-9).

Moreover, source credibility explained 4.6 percent of the variance in brand identity (R^2=0.046), source credibility explained 20.6 percent of the variance in behavioral intention (R^2=0.206).

Next, this study assessed effect sizes (f^2). To measure the effect size, this study used Cohen (1988) guidelines, Cohen (1988) recommends a magnitude of f^2 at 0.35 (showing large effects), 0.15 (showing medium effects) and 0.02 (showing small effects). As mentioned in

Table 4-9, the results show that in this study, the effect size ranged between moderate and small effects.

Predictive relevance (Q^2) shows how well data can be reconstructed empirically using the model and the PLS parameters (Hair, Hult, Ringle, & Sarstedt, 2017). In this research, Q^2 was calculated using cross-validated redundancy procedures, based on the blindfolding procedure. Some scholars pointed out that Q^2 greater than 0 means that the model has predictive relevance, whereas a Q^2 less than 0 means the model lacks predictive relevance (Stone, 1974; Geisser, 1974; Hair et al., 2017). As shown in Table 4-10, Q^2 for both endogenous variables indicate acceptable predictive relevance.

Figure4-6 Structural model assessment(Design of this study)

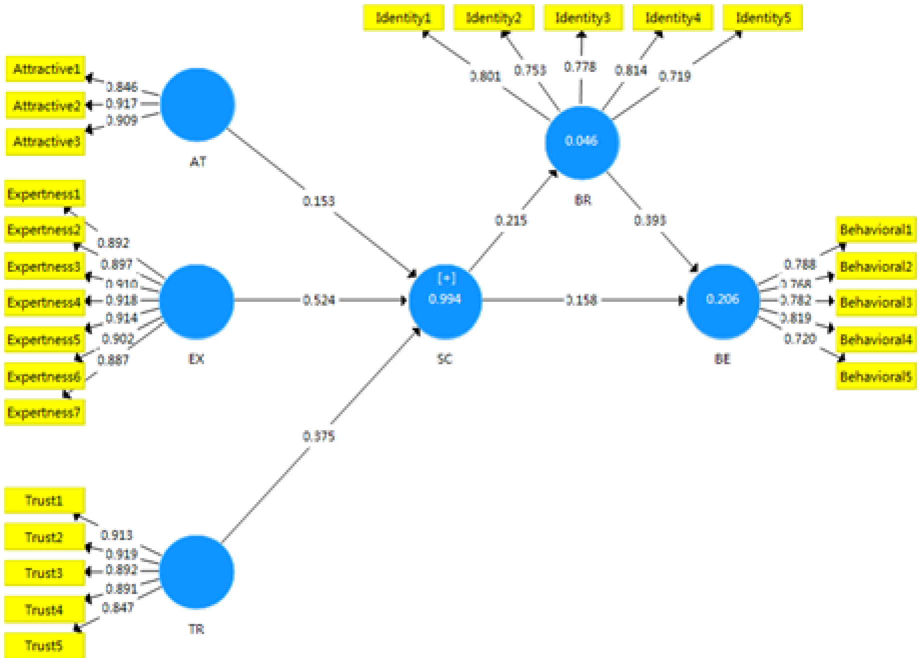


Table 4-9 Structural path analysis result

Constructs Relationship	Beta	T-Value	f²	P-Value
BR -> BE	0.393	4.919	0.185	0.000
SC -> BE	0.158	2.610	0.030	0.009
SC -> BR	0.215	3.518	0.048	0.000

Figure 4-7 Effect size(Design of this study)

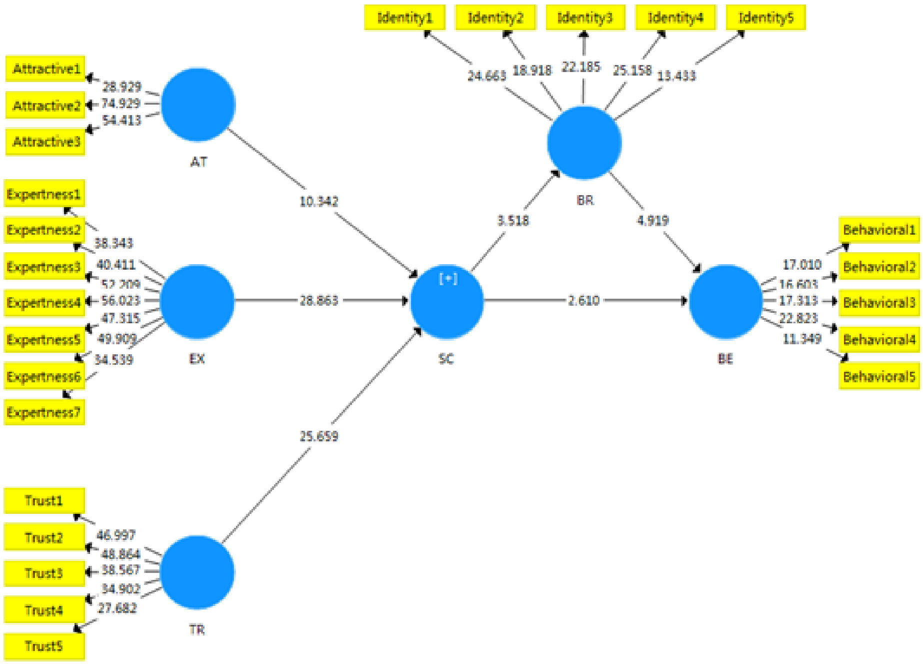


Table 4-10 Predictive relevance (Q^2)

Outcome variable	SSO	SSE	Q^2 (=1-SSE/SSO)
BR	1,015.000	989.022	0.026
BE	1,015.000	900.217	0.113

4.1.3 ANOVA Analysis

4.1.3.1 ANOVA analysis of each variable for consumers of different ages

From Table 4-11, it can be seen that there are significant differences among consumers of different ages for attractive, expertness, trustworthiness, brand identity, and behavioral intention.Table 4-11 ANOVA TABLE

Variables	Source	Sum of squares	df	MSS	F	P-Value
Attractive	Between Groups	63.118	4	15.78	8.197	0.000
	Within Groups	381.157	198	1.925		
Expertness	Between Groups	72.96	4	18.24	13.017	0.000
	Within Groups	277.449	198	1.401		
Trustworthiness	Between Groups	92.873	4	23.218	17.306	0.000
	Within Groups	265.634	198	1.342		

Brand Identity	Between Groups	11.334	4	2.834	3.147	0.015
	Within Groups	178.3	198	0.901		
Behavioral Intention	Between Groups	11.188	4	2.797	3.321	0.012
	Within Groups	166.772	198	0.842		

Note: *p<0.05; **p<0.01; ***p<0.001

4.1.3.2 ANOVA analysis of each variable for consumers of different education levels From Table 4-12, it can be seen that there are significant differences between consumers of different education levels for attractive, expertness, and trustworthiness, and no significant differences for brand identity and behavioral intention.

Table 4-12 ANOVA TABLE

Variables	Source	Sum of squares	df	MSS	F	P-Value
Attractive	Between Groups	30.809	3	10.27	4.943	0.002
	Within Groups	413.466	199	2.078		
Expertness	Between Groups	39.199	3	13.066	8.355	0.000
	Within Groups	311.21	199	1.564		
Trustworthiness	Between Groups	36.813	3	12.271	7.591	0.000
	Within Groups	321.694	199	1.617		
Brand Identity	Between Groups	1.791	3	0.597	0.632	0.595
	Within Groups	187.843	199	0.944		
Behavioral Intention	Between Groups	2.378	3	0.793	0.898	0.443
	Within Groups	175.582	199	0.882		

Note: *p<0.05; **p<0.01; ***p<0.001

4.2.3.3 ANOVA analysis of each variable for consumers of different monthly incomes From Table 4-13, it can be seen that there are significant differences among consumers with different monthly incomes for attractive, expertness, trustworthiness, brand identity, and behavioral intention.

Table 4-13 ANOVA TABLE

Variables	Source	Sum of squares	df	MSS	F	P-Value
Attractive	Between Groups	97.283	2	48.642	28.036	0.000
	Within Groups	346.992	200	1.735		
Expertness	Between Groups	76.178	2	38.089	27.779	0.000
	Within Groups	274.231	200	1.371		
Trustworthiness	Between Groups	81.141	2	40.571	29.254	0.000
	Within Groups	277.366	200	1.387		
Brand Identity	Between Groups	9.565	2	4.782	5.312	0.006
	Within Groups	180.069	200	0.9		
Behavioral Intention	Between Groups	14.787	2	7.393	9.062	0.000
	Within Groups	163.173	200	0.816		

Note: *p<0.05; **p<0.01; ***p<0.001

4.2.3.4 ANOVA analysis of each variable for consumers of different internet usage years From Table 4-14, it can be seen that there are significant differences among consumers with different Internet usage years for attractive, expertness, trustworthiness, brand identity, and no significant differences for behavioral intention.

Table 4-14 ANOVA TABLE

Variables	Source	Sum of squares	df	MSS	F	P-Value
Attractive	Between Groups	38.563	2	19.281	9.505	0.000
	Within Groups	405.712	200	2.029		
Expertness	Between Groups	63.175	2	31.588	21.994	0.000
	Within Groups	287.234	200	1.436		
Trustworthiness	Between Groups	89.085	2	44.542	33.065	0.000
	Within Groups	269.422	200	1.347		

Brand Identity	Between Groups	12.01	2	6.005	6.761	0.001
	Within Groups	177.625	200	0.888		
Behavioral Intention	Between Groups	1.063	2	0.532	0.601	0.549
	Within Groups	176.897	200	0.884		

Note: *p<0.05; **p<0.01; ***p<0.001

4.1.4 Mediation analysis

Table 4-15 Mediation analysis

	O	M	STDEV	|O/STDEV|	P
SC -> BR -> BE	0.084	0.089	0.033	2.592	0.010

As shown in Table 4-15, the initial sample value (O) was 0.084, the sample mean (M) was 0.089, the standard deviation (STDEV) was 0.033, the T-statistic (|O/STDEV|) was 2.592, and the p-value was 0.010. Therefore, the mediation effect was successful.

4.2 Summary

Based on the above data analysis, this study found that brand identity plays a mediating role in the relationship between green car online reviews and consumers' willingness to purchase green cars. The trustworthiness of the source of online reviews will influence consumers' willingness to purchase green cars. In other words, the more consumers trust the reviews collected on social media platforms, the more they will identify with the brand and thus be more willing to purchase the brand's products and services. Meanwhile, this study also provides discussion and inspiration for Chinese domestic green car companies.

CONCLUSION AND RECOMMENDATION

5.1 Discussion

This study used SmartPLS 3 and SPSS 25 statistical software for descriptive statistical analysis, reliability analysis, validity analysis, mediation effect analysis and ANOVA analysis. The analysis of the data processing results is used to explore the impact of online reviews on consumer purchase intentions and the mediating role of brand identity in source credibility and behavioral intentions. Next, the results of the data analysis will be discussed.

(1) The effect of source credibility of online reviews on brand identity.

According to the results of this study, the source credibility of online reviews has a positive and significant effect on brand identity. In other words, the higher the source credibility of online reviews, the more consumers' experience feelings in senses, emotions, thoughts, actions, and relationships are able to influence the level of consumers' identification with the brand.

(2) The effect of source credibility of online reviews on purchase intention.

According to the results of this study, the source credibility of online reviews has a positive and significant effect on purchase intention. That is, the higher the source credibility of online reviews, the more consumers experience feelings in their senses, emotions, thoughts, actions, and relationships, which will influence their purchase intention and make them more willing to purchase the brand's products as well as services.

(3) The effect of brand identity on purchase intention.

According to the results of this study, the brand identity has a positive and significant effect on purchase intention. In other words, the more consumers identify with the brand, the more they are willing to buy the products and services of the brand.

5.2 Contribution

This study demonstrates that online reviews significantly affect purchase intention and that brand identity plays a mediating role. From the perspective of social media platforms, we provide some theoretically based strategies and suggestions for the official social accounts of new energy vehicles within social media platforms to improve the effect of comments online. Also, this study provides discussion and inspiration for Chinese domestic Green Vehicles companies.

5.3 Limitations

Through the scientific research method, based on the purpose of the study, on the basis of the summary of the relevant literature to draw on, the analysis of the research model, questionnaire approach to obtain data and related empirical analysis, but due to the author's research time and ability and other related restrictions, although put forward some of their own views, but there are still a few shortcomings, but also to the future research some suggestions.

(1) In the analysis of the online review factors, only the positive factors were selected from the positive factors, and no research was conducted from the combined positive and negative factors, and there was no in-depth analysis of where the factors were.

(2) This study only focuses on one car brand, Tesla, and the findings will be different due to the different characteristics of car brands. So whether the findings of this paper can be applied to other car brands still needs to be further tested.

(3) Only Tesla consumers were selected as subjects in this study. Although the age structure of Tesla consumers matches the age structure of people who frequently shop online and has a large homogeneity, the psychology of Tesla consumers is, after all, somewhat different from that of ordinary consumer groups, so there may be some problems in extrapolating the psychological responses of the general public to online reviews from the empirical results of Tesla consumers.

(4) The object of this study is the information about the products or services on sale that appears on social media platforms and is created by consumers, i.e., online reviews. Online reviews are one of the many forms of IWOM, and the study of online reviews in this paper is highly relevant, but the applicability of the findings is insufficient. Future research can extend the study to other forms of IWOM and test the applicability of the results of this study to other forms of IWOM.

5.4 Future Studies

(1) In future studies, the deficiencies in sample size and sample composition should be overcome to improve the universality and representativeness of the sample. Multiple groups can be studied to increase the diversity of sample objects and try to ensure that the study covers various different types of online consumer groups. This will inevitably lead to more convincing conclusions and richer research results.

(2) In future studies, other variables can be added to further improve the theoretical model of the influence of online reviews on purchase intention, for example, price, consumer trust and other factors.

(3) Subsequent studies on the form of online reviews of Green Vehicles can try to add video reviews as a new form of reviews, and then investigate more deeply to understand whether there is a difference between video reviews and pictures or text reviews on consumers' purchase intention, in order to further improve the research on the form of online reviews.

(4) The theoretical model can be verified by different Green Vehicles brands in future research to increase the applicability of the research findings. In addition, different consumer characteristics, such as different risk preferences, can have an impact on the results, which can be further explored in subsequent studies. In the future, we can classify consumers according to their risk preferences and conduct further research to make the research findings more relevant and focused.

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THE PATH SELECTION AND COUNTERMEASURES OF IMPROVING THE INTERNAL GOVERNANCE ABILITY OF HIGHER VOCATIONAL COLLEGE IN CHINA.

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ABSTRACT

The internal governance structure of a university is of great importance to the construction of higher Vocational College in China. The reform of the governance structure of higher Vocational College in China with Chinese characteristics requires respecting the rules of university, reflecting Chinese characteristics, achieving effective governance, and taking into account the open and flexible changes; As for the frame, it is necessary to coordinate the power relations in the vertical and horizontal directions of the university, embody“multiple co-governance”, and balance the relationship between organizational power and individual rights. In pathway of reform, the unity of planning logic and evolutionary logic should be reflected. This paper will theoretically clarify the boundaries of political, administrative and academic powers and responsibilities in Colleges and universities, scientifically build a mechanism for each power subject to effectively exercise their powers and constraints, fundamentally solve the problem of coordination among Party committee leadership, President governance, Professor governance and democratic management. To establish a theoretical basis for effectively dealing with the relations between political power, administrative power, academic power and democratic power in Chinese universities.

Keywords: Higher Vocational College in China, internal governance ability, path selection, countermeasures and suggestions

INTRODUCTION

The decision of the CPC Central Committee on several major issues of upholding and improving the socialist system with Chinese characteristics and promoting the modernization of national governance system and governance capacity issued at the Fourth Plenary Session of the 19th CPC Central Committee has put forward clear goals and paths for China to comprehensively promote the modernization of governance system and governance capacity. As a type of education, higher vocational education deeply explores higher vocational colleges The internal governance system and the modernization of governance ability are the main contents of the "double high plan".

Tongren Polytechnic college, as the national "double high plan" construction unit, has made a lot of beneficial explorations in promoting the internal management reform of the school with secondary management as the starting point. Especially after the construction of national backbone higher vocational colleges, the school has also made a lot of achievements in the system and mechanism construction. However, from the current situation, there are still some problems, such as the internal governance structure needs to be optimized, the governance system needs to be improved, and the governance ability needs to be improved. Through this research, we will further explore how to implement the president responsibility system under the leadership of the Party committee, further clarify the scope of "rights, interests and interests" between the Party committee and the president, and between the administration and the Academy, reasonably define the responsibilities and power scope of internal stakeholders, and put forward corresponding suggestions from the aspects of governance objectives, governance principles and governance paths, which will be of great significance to the college It is realizing the modern governance system of "Party committee's overall leadership, administration in accordance with the law, experts devote themselves to study, teachers and students' democratic management" in higher vocational colleges, further improving the college's leadership, decision-making, system, execution, supervision and other governance capabilities, effectively improving the college's school running and governance level, and helping the city out of poverty, Rural Revitalization and regional construction Practical significance, but also for the development of Higher Vocational Colleges in other places to provide a reference.

1. The system structure of governance structure of Higher Vocational College in China

After the "modernization of national governance system and governance capacity" was put forward, the governance system was mainly understood and used by the method of system theory. For example, it was considered that it covered three sub governance systems of government, market and society[1]. Moving down to the micro governance unit, the understanding of the "concept connotation" of university governance system is reflected in the following dimensions: first, the element theory, which covers the subject, mechanism, structure and content of university governance; second, the structure theory, which focuses on the structure of different types of power in universities; third, the system theory, which comprehensively defines the subject, field, mode and process of governance [2] .It includes "who participates", "what to participate" (governance boundary), "how much to participate" (governance weight), "how to govern" (ways and means), "what cultural ecology" (Governance Culture) [3] .

The "system framework" of governance structure is generally divided into macro and micro level governance, external and internal governance system. The external governance system aims at the coordination and interaction of University, government and society. Internal governance system, focusing on the operation of internal power norms. The macro level is "the government's macro management, the market's moderate adjustment, the society's extensive participation, and the school's independent running according to law", and the micro level is "the Party committee's leadership, the president's responsibility, the professor's scholarship, and the democratic management" [4]. Others include regarding the university governance system as an organic system composed of value system, structural system, institutional system and operational system [5] . In order to achieve collaborative governance, it is divided into democratic decision-making system, executive system, academic system, social participation system and legal regulation system [6] .

2. Ways to improve the internal governance ability of Higher Vocational College in China

The internal governance of colleges and universities has become one of the main contents of university construction in today's era, which plays a decisive role in the development direction of colleges and universities. For higher Vocational College in China, it is of great significance to promote the steady improvement of the internal governance ability of colleges and universities and further promote the transformation and development of colleges and universities. Through the research, the author puts forward the following ways to improve the internal governance ability of higher Vocational College in China.

2.1 Promoting the reform of internal governance system through the development of external environment

The development of higher Vocational College in China is inseparable from the external environment. In recent years, the external environment of Higher Vocational Colleges (including the government, society, etc.) is also actively seeking reform. Therefore, in order to promote the steady improvement of the internal governance ability of higher Vocational College in China, it is necessary to make clear the relationship between Higher Vocational Colleges and the external environment, observe the development situation of the external environment, calmly analyze and use the external environment for governance Reform promotes and promotes the internal management reform of higher vocational colleges.

Higher vocational colleges used to implement the administrative leading management system, which has received a positive response in a specific period, but it is not suitable for the current development situation and development needs of higher vocational colleges. On the contrary, if higher vocational colleges want to strengthen internal governance, they should take external governance as the starting point, start with external governance, and promote the internal governance reform of higher vocational colleges through external governance. First of all, to give higher vocational colleges enough space for independent management, higher vocational colleges should clarify the relationship between the government and colleges. Before, the government played the role of command, command and management in higher vocational colleges, which is no longer conducive to the development of today's higher vocational colleges. At present, the government should be committed to providing services for Higher Vocational Colleges and play the role of serving higher vocational colleges. In addition, the government should give vocational colleges full autonomy in management and running schools, so that they can decide their own management system, set up disciplines and build their own teaching staff. According to the ability and achievements of higher vocational colleges, the government should fully consider the scale of Higher Vocational Colleges and their contribution to local economic development, change the previous form of funding, and give different funding according to different higher vocational colleges, so as to promote the quality of higher vocational colleges.

The government should co-ordinate the management of colleges and universities, boldly let go of the internal work of higher vocational colleges, and give colleges and universities sufficient autonomous management rights, so as to further promote the improvement of the internal autonomous management ability of colleges and universities. Through streamlining administration and delegating powers, it can not only reduce the government's constraints on all aspects of higher vocational colleges, change the current internal management of various higher vocational colleges, but also reduce the dependence of Higher Vocational Colleges on the government, promote higher vocational colleges to focus on their own development, and drive the development of local economy.

2.2 Encourage mutual restriction of internal rights in Higher Vocational Colleges

Higher vocational college is an organization serving students and a public welfare group. If we want to seek stable and healthy development, we must ensure the openness and transparency of internal management, which requires higher vocational colleges to vigorously promote the mutual restriction of internal power in the process of construction and improve the mutual restriction system of internal power in higher vocational colleges.

For example, the Party committee of Higher Vocational Colleges enjoys all the control rights of the management of higher vocational colleges, which makes the internal control management and internal governance of Higher Vocational Colleges unfair, and even some illegal acts are unknown. The Party committee of higher vocational colleges should transform the overall control over the management of Higher Vocational Colleges into the governance of higher vocational colleges, which requires the Party committee of higher vocational colleges to establish and consolidate its own organization. While enjoying the political and ideological leadership rights, the Party committee of higher vocational colleges should promote the construction of the professionalization of principals. Through the higher-level organizations of higher vocational colleges, it should appropriately unite with off campus organizations and set up special committees (such as professors) Committee, academic committee, etc.) are responsible for the selection of principals and the effective supervision of the work of principals. The president should have the right to formulate major strategies and plans of the University, while the academic committee is responsible for the reasonable investigation and analysis of the structure of the University and department, and has the right to adjust the structure of the University and department appropriately. In addition, the school rules and regulations have the right to participate in decision-making, and the professor committee has the right to plan the development of major disciplines. In a word, the development of higher vocational colleges is related to all aspects of higher vocational colleges, Therefore, the internal power of higher vocational colleges should not be limited to an organization or an individual. The internal management should have a clear division of labor, and encourage the mutual supervision and restriction of the internal rights of higher vocational colleges. Only in this way can the management of higher vocational colleges be open and transparent, and the teaching quality and school running level of higher vocational colleges be further improved.

2.3 Promoting the internal independent construction of Higher Vocational Colleges

Emphasizing the internal self-construction of Higher Vocational Colleges and emphasizing the separation of colleges and government are two different concepts. The internal self-construction of Higher Vocational Colleges refers to the clear and separate rights and obligations of the government, society, higher vocational colleges and market, so as to ensure the self-management ability of Higher Vocational Colleges and enhance their own development. In other words, strengthening the internal self-construction of higher vocational colleges is not only related to the higher vocational colleges themselves, but also needs the efforts of the society, the state, the government and other levels. For example, at the national level, it is necessary to regularly formulate and amend the relevant laws on Higher Vocational Colleges and higher education, and formulate a reasonable exit mechanism, so as to effectively reduce the internal misconduct of Higher Vocational Colleges and create a good and harmonious environment for the internal governance of colleges and universities. At the local government level, we should formulate and improve the corresponding incentive system, guide higher vocational colleges to formulate policies and strategies in line with their own development, and promote the construction of internal governance system of higher vocational colleges. At the level of higher vocational colleges, we should first abandon the disadvantages of the integration of decision-making, implementation, supervision and evaluation, establish a reasonable internal and external governance system, and emphasize the leading role of academic rights and governance rights in higher vocational colleges.

3. Suggestions on the reform of internal governance system and governance ability in Higher Vocational College in China

3.1 Enhance the legal consciousness and promote the management of schools according to law

In order to achieve stable and healthy development, higher vocational colleges should always adhere to the construction of the articles of association, formulate reasonable and perfect school rules and regulations, strengthen the legal awareness of all levels, create a complete and harmonious atmosphere of the rule of law, and provide a strong guarantee for the vigorous promotion of the rule of law. First of all, we should make clear the dominant position of the school charter. The school charter is an important basis for the implementation of independent school running and democratic management in higher vocational colleges. It is a basic criterion that must be followed and plays an irreplaceable role. Higher vocational colleges should, according to their own conditions, formulate reasonable university regulations, clarify the mission of running a school, highlight the characteristics of running a school, and establish a good foundation for the future development of higher vocational colleges. In addition, the academic Charter of each higher vocational college can not be formulated at one time. In the early stage of the academic charter, there will be a stage of development and change. Through continuous practice, the academic charter finds potential problems. In view of these problems, higher vocational colleges should continue to improve and finally formulate a perfect school charter. In addition, we should also focus on improving the legal literacy of leading cadres, teachers and students, cultivate legal awareness, clarify the legal bottom line and legal red line, popularize legal knowledge in the whole school, and improve the legal literacy of the whole school. For example, leading cadres are required to use governance thinking and legal means when solving contradictions, making decisions and promoting development, so as to set an example for the promotion of the strategy of governing the school according to law in the whole school. At the same time, the majority of teachers and students, staff should establish a strong sense of the rule of law, which requires the school to do legal education and publicity in place, to provide enough space for the majority of teachers and students to understand the law.

3.2 Deepening the reform of the school, looking for the focus of management

Higher vocational colleges are divided into different colleges. Due to the differences between disciplines, these colleges have their own different characteristics. If the whole college adopts a unified management mode and ignores the differences between different disciplines, the overall development of higher vocational colleges will be restricted. Therefore, the reform of higher vocational colleges must fully consider the relationship between colleges and universities, and reasonably allocate the tasks between colleges and universities. Only in this way can we guide the whole school and individual college to improve their management efficiency, and further promote the modernization, scientization and rationalization of internal governance in higher vocational colleges.

The contemporary society is in an era of continuous development and change. The core of the development of higher vocational colleges has been transformed into the development of their own internal governance ability. Only with a complete and excellent internal governance system of higher vocational colleges, can they make full use of their advantages in the process of construction and development, promote their own development and the development of the surrounding things, and become a new era In line with the development needs of the times of higher vocational colleges.

CONCLUSION

To realize the modernization of internal governance ability and internal governance system in higher vocational colleges has become an important content in the process of deepening the reform of higher education. It is of great significance for higher Vocational College in China to improve the internal governance ability to improve the teaching quality. What kind of governance structure and governance system is the foothold of College Governance Research, and it is closely related to the national system construction, showing a distinct era and stage.

First, the internal governance of colleges cannot be separated from the framework and background of university governance. Under the flat model of University University relationship, we should take the modern university system as the effective guarantee of College Governance, draw lessons from the government's power list setting model, clarify the power list and negative list system at the school, college, vertical and horizontal levels, and realize the positive interaction among schools, functional departments and colleges by constructing a clear school governance structure; By setting up a reasonable power supervision mechanism, we can give full play to the dominant position and leading role of the majority of teaching staff, and establish a secondary college governance platform based on the teachers' Congress. Finally, we should adhere to the party's leadership, democratic concentration, academic guarantee, strengthen democratic supervision, and widely absorb other stakeholders to participate in the common governance.

Second, clarify the power relationship and strengthen the system construction. In this process, we should make clear who is the main body of internal governance and what is its status. On the basis of dealing with all kinds of related relations, we should establish the system mechanism of decentralization and collaborative governance. Academically, we should strengthen the dominant position of professors, weaken the administrative color, strengthen the role of academic power in the governance of secondary colleges, and make it clear that the academic committee is fully responsible for all academic affairs of the college; We should also improve the construction of the democratic supervision system, ensure that the staff participate in the democratic management and supervision through the staff congress and other organizational forms, ensure that students participate in the college's related affairs through the student union or Graduate Union and other mass organizations, and improve the multi participation governance mode.

Third, improve the College Governance System and mechanism. In response to the internal power subject and relationship construction, scholars put forward different governance schemes, including "academic led, classification driven, comprehensive improvement" governance mechanism of colleges and departments. According to the four main bodies of the college Party committee, President, Professor, faculty and teachers and students, scholars put forward that we should construct the four in one power structure of political power, administrative power, academic power and democratic management and supervision power.

In addition, the second level college professors Committee and student congress will be established. In a word, higher vocational colleges should deal with the relationship between themselves and the external environment, make full use of independent management power, establish internal control management system suitable for their own development, and promote the implementation and implementation of corresponding rules and regulations, so as to promote the improvement of school running quality. However, it is a long-term and arduous work for higher Vocational College in China to realize the modernization of internal governance system and governance ability. It needs to go through the internal and external level by level reform of Higher Vocational Colleges and the joint efforts of all levels.

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REVIEW THE MEASUREMENT OF ORGANIZATIONAL LEARNING.

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ABSTRACT

The business environment of enterprises has become very competitive and cruel due to the rapid development of knowledge and technology. How to make enterprises have the motivation of sustainable operation has become an important topic. The motivation of sustainable operation comes from learning. Many scholars believe that if we can integrate organizational learning into the corporate culture will help achieve sustainable operations. The purpose of this study is to further the understanding of contents of organizational learning. How are these contents measured? How does business manager conduct organizational learning? Which in turn is examined empirically using literature review finding can be generate the variables of Organizational Learning are 1) Knowledge Transfer and Integration 2) Openness and Experiment 3) Managerial Commitment 4) Systems Thinking and 5) Organizational Memory. The result is useful for the manager. It also details the variables that can be measured for organizational learning from mechanism-based characteristics, the variables that can be measured from an organizational level perspective, acquire/utilize knowledge types and knowledge management process type. These can be used as a reference when business managers plan to implement internal organizational learning to create a competitive advantage.

Keywords: organizational learning, organizational learning measure, competitive advantage

INTRODUCTION

In order to survive and obtain advantages in this environment, it is necessary for the companies to be able to innovate and assimilate new knowledge, which allows them to do things in a different way. Numerous authors consider organizational learning as a long-term process and link it to knowledge acquisition and performance improvement (Garvin,1993; López, 2005). Because of rapid technological progress, companies may face the fate of being eliminated if they do not get the corresponding technology. Most organizations have understood the importance of organizations learning, but in order to obtain these new technologies in a short period of time, most organizational learning focuses on the acquisition of new technologies and ignores overall learning, so these shortcut learning will fail because of learning to create innovative applications and communication is a complex task that requires a comprehensive launch of relevant plans.

Therefore, we should have a clear understanding of organizational learning and learning organizations. Organizational learning is defined as a change in the organization’s knowledge base that occurs due to past experience (Fiol CM, Lyles MA,1985). Organization learning is hereby conceptualized as a “multilevel process where members individually and collectively acquire knowledge by acting together and reflecting together” (Scott BB, 2011). Learning organization has been described as an outcome or product of organizational learning, which is complex and multidimensional in approach and also view organizational learning as a process going on in the learning organization. A learning organization is one that helps to enhance organizational learning by creating structures, strategic fittings and strategic crafting (Odor H.O., 2018). Learning organization is a form of an ideal organization that promotes and facilities learning of all its members (Hussein N. et al. 2014).

Marquardt (2002) proposed that it is necessary to fully understand the five aspects of Organization, People, Technology, Learning and Knowledge in order to effectively establish a learning organization. Marquardt (2002) also said that organizational culture in a learning organization is an organization where learning is regarded as a critical factor in a business success, in this case, learning is a habit and integrated as a part of organizational function as a whole. Following Huber (1991), the definition of organizational learning is the development of new knowledge and ideas with the potential of influencing behaviour. Miller (1996) defined organizational learning as acquisition of new knowledge by employees who are able and willing to apply that knowledge in making decisions or influencing others in the organization. Sanchez (2005) defined that organization learning can be said to occur when there is a change in the content, conditionality, or degree of the belief shared by individuals who jointly act on those beliefs within an organization.

LITERATURE REVIEW

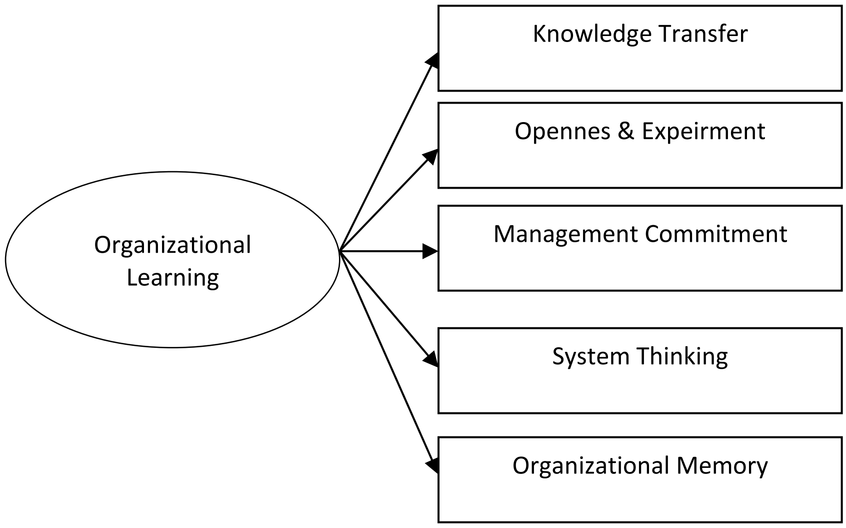
2.1 Organization Learning

DiBella (1995) has identified what he calls the normative perspective of a learning organization. Learning is a collective activity that takes place under certain conditions or circumstances. Therefore, organizations need to create the necessary conditions to foster and allow learning to take place. Garvin (1993) states a learning organization is an organization skilled at creating, acquiring and transferring knowledge and at modifying its behavior to reflect new knowledge. Organizational learning can be seen as a dynamic process of creating, absorbing, and integrating knowledge with the aim of developing organizational resources and capabilities to promote organizational effectiveness (Lopez 2005).

The organizational learning is a set of norms or values that support the learning of individuals, groups or organizations and believes learning as critical success factors of an organization (Wahda,2017). It is clear, as stated by Gray, Judy (2006) that organizational learning will make knowledge management goes well with the way it affects members of the organization to learn and share knowledge.

Goh (1997) identified five major underlying organization characteristics and management practices (1. Clarity of mission and vision, 2. Leadership Commitment and Empowerment, 3. Experimentation and Rewards, 4. Transfer of Knowledge, 5. Teamwork and Group Problem Solving) that are key conditions essential for learning to take place in an organization. Lin et al. (2007) used four factors on their studied: Informational-sharing patterns, Inquiry climate, Learning practices, Achievement mindset. Bontis et al. (2002) defined five dimensions (individual, group and organizational learning stock; and feedforward and feedback learning flow) to measure OL. After examination the studies of several scholars, we extracted the five most frequently cited variables to measure (1. Knowledge transfer, 2. openness and experimentation, 3, management commitment, 4. system thinking, 5. organizational memory) to form the basis of analysis organizational learning measure in this review. The conceptual model of Organizational Learning is as the figure 1. We explain these five-dimension variables of organizational learning measure as follows.

Figure 1. The conceptual model**.**



2.2 Variables of Organizational Learning

2.2.1 Knowledge Transfer and Integration

The efficiency of the implementation of these two programs depends on the ability to absorb knowledge within the enterprise, and the less obstacles there are, the more knowledge can be disseminated within the enterprise (Szulanski, 1996). Through unobstructed communication and dialogue, personal knowledge can flow within the enterprise.

Knowledge dissemination refers to the acquisition of knowledge by employees within an enterprise through communication and debate without obstacles. Accessible communication relies on fast information systems to ensure the correctness and effectiveness of information. (Kofman and Senge, 1993). The type of knowledge acquired and distributed should related to organizational problems and opportunities. So knowledge-sharing among working group members or seminars is the best place to engage in dialogue and debate on work issues (Garvin, 1993). The integration of knowledge will create an organizational memory knowledge based on the organizational culture and workprocess (Huber, 1991). Organizations should take advantage of overlaps between work groups, seminars, shared databases between departments, and the development of manuals and community software to enhance the transfer and integration of knowledge among employees (Lopez, 2005).

2.2.2 Openness and Experiment

Dual-cycle learning requires an open attitude to bring in new ideas from internal and external, so that individual's knowledge can be continually updated and improved (Senge, 1990). In order to create an open environment, managers need to first commit to allowing for diversity of cultures and being willing to accept ideas, and experience avoiding self-centered ideas (Nevis, 1995). Companies need to foster a creative and enterprising culture that is willing to take risks to support employees' ideas of learning from mistakes (Slater, 1995).

If we remain open to new ideas, we will receive a variety of new ideas and then we will have to filter these ideas and experiment with appropriate ideas to obtain innovative solutions to current or future problems (Garvin, 1993). The organization should establish a budget system and a reward system to encourage innovation and experimentation (Dibella, 1995).

2.2.3 Managerial Commitment

Managers need to be committed to achieving organizational goals and learning objectives. In addition, managers need to create an atmosphere of trust in the organization so that employees can approach each other and understand that failure is part of the learning process. managers also need to understand the gaps between goals and performance and encourage employees to try to find knowledge and ways to reduce these performance gaps (Goh 1997). Leadership behaviors such as accepting criticism, admitting mistakes, and delegating authority to employees to make decisions are also key elements of a learning environment (Garvin, 1993).

Managers need to be aware of the relevance and breadth of learning, so as to develop a culture that fosters knowledge acquisition and innovation transformation becomes a fundamental value of the organization (Nonaka, 1993), and also need to ensure that staff fully understand the importance of learning and that a culture of learning is part of the organization's success (Senge, 1990; Slater, 1995). Dibella (1995) state managers also need to understand the fit between the organization's learning style, product or service and the industrial environment.

2.2.4 System Thinking

Senge, P.M. (1990) who argued that organizational learning incorporates the five "disciplines" of systems thinking, personal mastery, mental models, shared vision, and team learning. A systems orientation is a crucial component of organizational learning because it guides the organization's cognitive levels of learning, by that helping to identify market patterns (Senge, P.M. 1990).

A systems orientation focuses on structuring of the multiple inputs from the environment, the organization, the immediate work group, the task, relationships with colleagues, and outputs in terms of performance and satisfaction created by these multiple inputs (Hult & Ferrell 1997). This is what Senge, P.M. (1990) said "systems thinking is a discipline for seeing wholes". Research in the field of systems dynamics has demonstrated how managers elicit unintended consequences by taking action in one area without seeing its dynamic relationship to its effects. Despite its importance, this factor was relatively lacking at our research sites (Nevis et al. 1995).

2.2.5 Organizational Memory

Day (1991) states that learning comes from observing and evaluating the results of the decisions taken on the basis of the prior information. Organizational memory plays several roles in this process: It serves as a repository for collective insights contained within policies, procedures, routines, and rules that can be retrieved when needed; a source of answers to ongoing inquiries; and a major determinant of the ability to ask appropriate questions.

An organizational memory incorporates the idea that by repeatedly performing a set of activities, organizational members develop a knowledge base of those activities and a means for performing better the next time. The individual member's experience leads to the modification of organizational knowledge, and thus, to a better understanding of the interactions between the organizational systems and the environment (Hult, 1997).

Some research makes clear that the human components of organizational memories are often less than satisfactory. But problem of poor organizational memory is much more complex than simple considerations of the deficiencies of humans as repositories of organizational information (Starbuck and Milliken 1988). A great deal of organizational knowledge about how to do things is stored in the form of standard operating procedures, routines, and scripts (Huber, 1991).

RESEARCH METHODOLOGY

Author reviewed secondary data from the existing literatures to describe the importance of organizational learning and variables of organizational learning.

RESULTS AND FINDINGS

This section discusses the results and findings of the literature review and findings variables used in Organizational Learning and measurement as table 1 and 2. The naming of dimensional variables may vary among scholars, but after understanding their content characteristics, we will categorize them according to their properties. For example, Abdi et al. (2018) used three dimension variables (Commitment to learning, Open-Mindedness, Shared Vision) to measure organizational learning. In this case, we classify Commitment to learning as Knowledge Transfer and Shared vision as System thinking. Chiva et al.(2007) defined (Experimentation,

Risk taking, Interaction with the external environment, dialogue, Participative decision making) as five dimension variables. We include the variables dialogue, interaction in knowledge transfer and openness, and participate in decision making in management commitment. Lin et al.(2007) uses four variables to measure organizational learning (Inquiry climate. Learning practices, Information sharing patterns, Achievement mindset). The Inquiry climate refers to the attitude of the members of the organization to accept new knowledge and try new knowledge, Learning practices refers to organizing members to participate in various learning activities, Information sharing patterns are the extent to which members share information and organizational information is shared. We categorize them into opennes, experiment, knowledge transfer, organizatonal memory based on these characteristics. We divide dimensional variables into two categories. The first category (knowledge transfer, openness and experiment, managerial commitment, system thinking and organizational memory) is commonly used variables. The second category (Teamwork, Clarity Mission, Risk-taking) is supplementary variables.

Crossan et al. (1999), Bontis et al.(2002) defines four process (intuiting, interpreting, integrating, institutionalizing) through three structural levels (individual, group. organization) of organizational learning, through which learning occurs. These three structural level variables are also used to measure organizational learning. This is different from the dimensional variables based on culture and structure, so it is not included in Table 2.

Gilaninia et al. (2013), proposed the concept of organizational learning mechanism. Mechanisms of organizational learning are structural and cultural aspects that facilitate the development and revision of a learning organization. Cultural aspects include a set of common values, beliefs, norms, attitudes, roles, assumptions and behaviors provide possible to true learning. Aspects of structural are institutionalized arrangements of structural and procedural that allow organizations that systematically to perform collection, analysis, storage, distribution and use of information that are related with organizations effectiveness. The dimensional variables listed in table 1 can be said to fall into these two categories.

Different scholars may have different dimensional variables for measuring organizational learning. I believe they all have their importance. However, based on the consideration of corporate resources and capabilities, this study only focuses on the most frequently cited dimensions which is the first category of variables. As for the dimensional variables that are not quoted, they can also be considered if the company's resource capacity allows.

Table 1: Summary of variables used in Organizational Learning research

	Dimension Variable / Author(date)	Knowledge Transfer	Systems	Openness	Leadership	Experiment	Memory	Teamwork	Clarity Mission	Market	Risk-taking	Achievement and activity	Learning Enviro
1	Senge (1990)		✓					✓					
2	Huber (1991)	✓					✓						
3	Day (1991)						✓		✓				
4	Garvin (1993)	✓	✓			✓							
5	Nevis (1995)	✓	✓	✓	✓	✓							✓
6	Slater (1995				✓					✓			
7	Hult (1997)		✓				✓	✓					
8	Goh (1997)	✓			✓	✓		✓	✓				
9	Isaksen (1999)			✓	✓	✓	✓				✓		
10	Emden et al.(2005)	✓	✓	✓	✓	✓							
11	Lopez (2005)	✓					✓						
12	Lin Hsiu-Fen(2005)			✓		✓							
13	Jerez-Gomez (2005)	✓	✓	✓	✓	✓							
14	Chiva et al.(2007)	✓		✓	✓	✓					✓		
15	Lin Chin-Yen(2007)	✓	✓			✓	✓		✓			✓	
16	Lin Hsiu-Fen(2008)	✓	✓		✓		✓						
17	Riahi(2009)			✓		✓							✓
18	Bess K.D. et al.(2010)		✓	✓			✓						
19	Liao, S.H. Wu, C.(2010)	✓	✓	✓	✓	✓							
20	Jiménez-Jiménez.D (2011)	✓	✓	✓		✓	✓	✓					
21	H. Tohidi (2012)	✓		✓	✓	✓					✓		
22	Hu B.(2014)	✓				✓							
23	Gomes G.et al.(2016)	✓		✓		✓					✓		
24	Wahda(2017)		✓		✓			✓					
25	Abdi et al.(2018)	✓		✓	✓	✓							
26	Lien Thi Phan(2019)	✓	✓	✓	✓	✓							
	Frequency	17	13	14	13	17	9	5	3	1	4	1	2

Table 2. Organizational Learning Measurement

Variable	Measurement	from
Knowledge Transfer(5)	In this Organization, teamwork is a usual way to work.	Hamid Tohidi And Mandegari, M. (2012)
	In this Organization, Employees are encouraged to communicate	
	Employees have the chance to talk among themselves about new ideas, programs, and activities that might be of use to the firm	
	New work processes that may be useful to the organization as a whole are usually shared with all employees.	
	The firm has instruments (manuals, databases, files, organizational routines, etc.) that allow what has been learnt in past situations to remain valid, although the employees are no longer the same.	
Management Commitment(6)	In this organization, Managers frequently involve employees in important decisions.	Hamid Tohidi and Mandegari, M. (2012))
	Policies are significantly influenced by the view of employees.	
	People feel involved in main company decisions	
	Employee learning is considered more of an expense than an investment.	
	Managers in this organization can accept criticism without becoming overly defensive	
	Senior managers in this organization do not resist change and accept new ideas.	
Openness Experiment(7)	People here receive support and encouragement when presenting new ideas.	Hamid Tohidi and Mandegari, M. (2012))
	Innovative ideas that work are often rewarded by management.	
	Experiences and ideas provided by external sources (advisors, customers, training firms, etc.) are considered a useful instrument for this firm’s learning.	
	From my experience, people who are new in this organization are encouraged to question the way things are done	
	There are systems and procedures for receiving, collating and sharing information from outside the company.	
	People are encouraged to interact with the environment: competitors, customers, technological institutes, universities, suppliers	
	It is part of the work of all staff to collect, bring back, and report information about what is going on outside the company.	

System Thinking(3)	All employees have generalized knowledge regarding this firm’s objectives.	Pilar Jerez-Gómez et al. (2005)
	All parts that make up this firm (departments, sections, work teams, and individuals) are well aware of how they contribute to achieving the overall objectives.	
	All parts that make up this firm are interconnected, working together in a coordinated fashion**.**	
Organizational Memory(5)	Organizational processes are documented with manuals, standards or quality norms among others.	S. P. LÓPEZ et al.(2005)
	My company has databases to stock its experiences and knowledge so as to be able to use them later on.	
	My company has up-to-date databases of its clients.	
	All the employees in the organization have access to the organization’s databases.	
	When an employee leaves, it does not imply the loss of important knowledge or abilities for the company.	

CONCLUSION

Organizations must continue to learn in order to face the challenges brought about by continuous technological innovation, and at the same time, they must gradually abandon outdated and worthless technologies and concepts. Managers must have the responsibility and mission not to stop organizational learning. Because some companies will feel that they are already very good after they have achieved some results in learning and lose the motivation to continue learning. In this way, it will lose sensitivity to changes in the external environment and indirectly lead to the fate of the enterprise being eliminated by the environment. Managers must also find ways to make organizational learning become organizational culture and core value. Only in this way can companies be able to face changes in the environment and challenge

How to make learning become organizational culture? From the literature review, we can see that organizational learning is multifaceted and interrelated. In terms of knowledge, individuals and managers should understand that knowledge is continuous progress and innovation. If they cannot learn new knowledge and technology at any time, companies will be eliminated.

In the process of organizing learning, what attitude should an individual take towards learning? It can be summarized as: the courage to promote your own ideas, not to work alone, the system thinking behaviour, the spirit of teamwork, the sharing of experience, with generalize knowledge related to the company's object and a good understanding of how they contribute to the overall goal

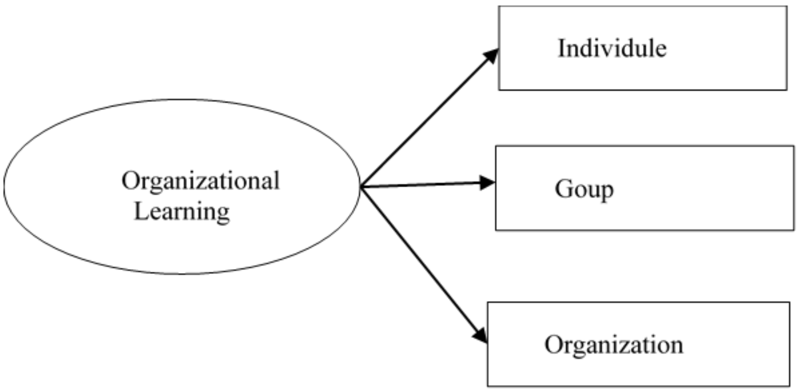
What attitude should corporate managers take in organizing learning? The following variables can be used to measure: involving employees in important decisions, incorporating employees' views into company policies, accepting employees’ suggestions without criticism, encouraging constructive dialogue, making employees feel valued, not rejecting changes, accepting new ideas, and encourage employees to express their opinions about their work.

In order for organizational learning to be effective, the company itself needs to build software and hardware mechanism. For example, there should be a digital and physical knowledge base to store the company's own rules and regulations and related technical information for employees to borrow, to encourage employees to propose effective and innovative methods, to establish standard operating procedures and quality standards, and to establish communication bridges with external companies (customers, suppliers, consultants, academic institutions) to obtain the latest knowledge and technology.

Organizational learning like knowledge creation is a continuous and ongoing process. Managers can understand the state of learning within the organization by using the listed measurement variables. By communicating with employees, managers, and companies to obtain the best learning methods and make learning be part of their organizational values and culture. Only in this way can the organization truly face the challenges of the future.

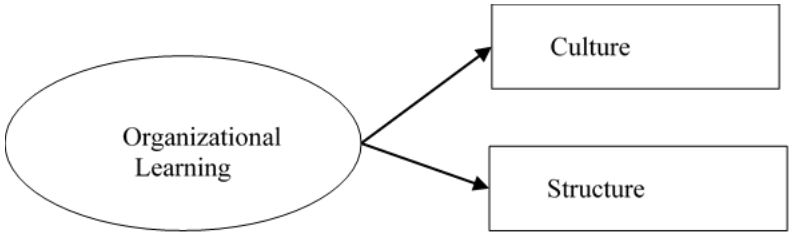
According to the research of Crossan (1999), four process (intuiting, interpreting, integrating, institutionalizing) through the three organizational-level variables of organizational learning (individual, group leader, organization). Organizational learning includes the acquisition of knowledge, the sharing of knowledge, the application of knowledge and the achievement of results. These learning are completed through the members of the organization. To allow the members of the organization to effectively achieve the learning goals, the manager has a decisive influence. Managers can promptly propose improvement plans for organizational learning procedures and create a learning atmosphere and a good learning environment to achieve organizational learning goals. Organization must also fully understand the plans proposed by managers and fully support them. We reorganized the variables measured in Table 2 to obtain Table 3 by organizational level and got another conceptual model as Figure 2. There are eight measurement variables for the individual dimension, six for the group dimension, and twelve for the organization dimension.

Figure 2. The conceptual model by Organizational Level.



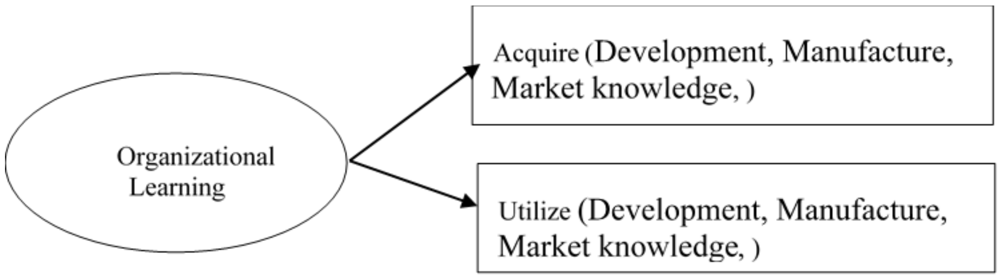
Just like Gilaninia et al. (2013) state both aspects structural and cultural are affected on learning in different levels of an organizations including individuals, teams and entire organizations. Using the mechanism concept of Gilaninia et al. (2013), we reclassify the measurement variables according to the characteristics of culture and structure, and we will get Table 4 and another conceptual model as Figure 3

Figure 3. The conceptual model by Mechanism.



Hu (2013)'s measurement of organizational learning is mainly focused on the acquisition and application of knowledge. He proposed six measurement variables (acquire product development knowledge, manufacturing process knowledge, market knowledge and utilize product development knowledge, manufacturing process knowledge, market knowledge) to measure organizational learning. We can get Table 5 and another conceptual model as Figure 4.

Figure 4. The conceptual model by Acquire/Utilize knowledge.



Jimenez and Sanz (2011) measure organizational learning from the perspective of knowledge management process. He proposed four dimensional variables (Knowledge acquisition, Knowledge distribution, Knowledge interpretation, Organization memory) to measure organizational learning. From this view, we got figure 5 and Table 6.

Figure 5. The conceptual model by Knowledge Management Process

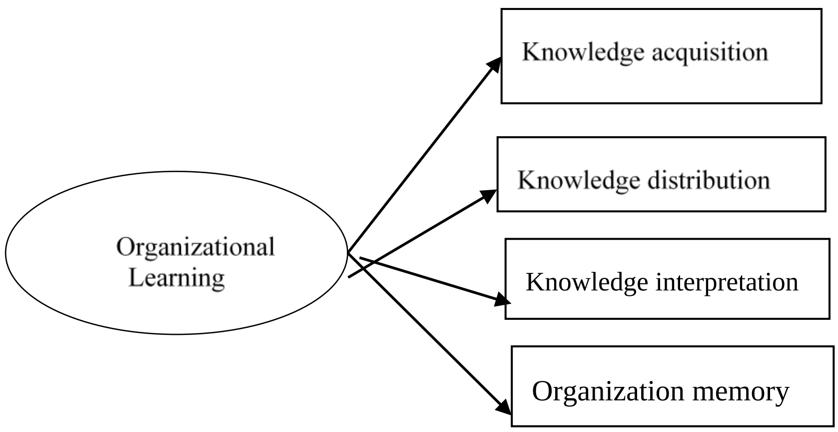


Table 3. Organizational Learning Measurement by Organizational Level

Variable	Measurement
Individual (8)	In this Organization, Employees are encouraged to communicate
	People feel involved in main company decisions
	From my experience, people who are new in this organization are encouraged to question the way things are done
	People are encouraged to interact with the environment: competitors, customers, technological institutes, universities, suppliers
	It is part of the work of all staff to collect, bring back, and report information about what is going on outside the company.
	All employees have generalized knowledge regarding this firm's objectives.
	Employee learning is considered more of an expense than an investment
	Employees have the chance to talk among themselves about new ideas, programs, and activities that might be of use to the firm
Group manager(6)	In this Organization, teamwork is a usual way to work.
	In this organization, Managers frequently involve employees in important decisions.
	Managers in this organization can accept criticism without becoming overly defensive
	People here receive support and encouragement when presenting new ideas.
	Innovative ideas that work are often rewarded by management.
	Senior managers in this organization do not resist change and accept new ideas.
Organization(12)	New work processes that may be useful to the organization as a whole are usually shared with all employees.
	The firm has instruments (manuals, databases, files, organizational routines, etc.) that allow what has been learnt in past situations to remain valid, although the employees are no longer the same.
	Policies are significantly influenced by the view of employees.
	Experiences and ideas provided by external sources (advisors, customers, training firms, etc.) are considered a useful instrument for this firm's learning.
	There are systems and procedures for receiving, collating and sharing information from outside the company.
	All parts that make up this firm (departments, sections, work teams, and individuals) are well aware of how they contribute to achieving the overall objectives.
	All parts that make up this firm are interconnected, working together in a coordinated fashion.
	Organizational processes are documented with manuals, standards or quality norms among others.
	My company has databases to stock its experiences and knowledge so as to be able to use them later on.
	My company has up-to-date databases of its clients.
	All the employees in the organization have access to the organization's databases.
	When an employee leaves, it does not imply the loss of important knowledge or abilities for the company.

Table 4. Organizational Learning Measurement by Mechanism

Variable	Measurement
Culture(12)	In this Organization, teamwork is a usual way to work.
	In this Organization, Employees are encouraged to communicate
	Employees have the chance to talk among themselves about new ideas, programs, and activities that might be of use to the firm
	In this organization, Managers frequently involve employees in important decisions.
	Policies are significantly influenced by the view of employees.
	People feel involved in main company decisions
	Employee learning is considered more of an expense than an investment.
	Managers in this organization can accept criticism without becoming overly defensive
	Senior managers in this organization do not resist change and accept new ideas.
	Experiences and ideas provided by external sources (advisors, customers, training firms, etc.) are considered a useful instrument for this firm's learning.
	From my experience, people who are new in this organization are encouraged to question the way things are done
	People are encouraged to interact with the environment: competitors, customers, technological institutes, universities, suppliers
Structure (14)	People here receive support and encouragement when presenting new ideas.
	Innovative ideas that work are often rewarded by management.
	There are systems and procedures for receiving, collating and sharing information from outside the company.
	It is part of the work of all staff to collect, bring back, and report information about what is going on outside the company.
	All employees have generalized knowledge regarding this firm's objectives.
	All parts that make up this firm (departments, sections, work teams, and individuals) are well aware of how they contribute to achieving the overall objectives.
	All parts that make up this firm are interconnected, working together in a coordinated fashion**.**
	The firm has instruments (manuals, databases, files, organizational routines, etc.) that allow what has been learnt in past situations to remain valid, although the employees are no longer the same.
	New work processes that may be useful to the organization as a whole are usually shared with all employees.
	Organizational processes are documented with manuals, standards or quality norms among others.
	My company has databases to stock its experiences and knowledge so as to be able to use them later on.
	My company has up-to-date databases of its clients.
	All the employees in the organization have access to the organization's databases.
	When an employee leaves, it does not imply the loss of important knowledge or abilities for the company.

Table 5. Organizational Learning Measurement by Acquire/Utilize Knowledge type

Variable	Measurement
Acquire(3)	1. We acquired lots of product development knowledge from other business model participants in the past 2 years
	2. We acquired lots of manufacturing process knowledge from other business model participants in the past 2 years
	3. We acquired lots of market knowledge from other business model participants in the past 2 years
Utilize(3)	1. We used lots of product development knowledge from other business model participants in the past 2 years
	2. We used lots of manufacturing process knowledge from other business model participants in the past 2 years
	3. We used lots of market knowledge from other business model participants in the past 2 years1.

Table 6. Organizational Learning Measurement by Knowledge management process type

Variable	Measurement
Knowledge acquisition(3)	1. The employees attend fairs and exhibitions regularly
	2. There is a consolidated and resourceful R&D policy
	3. New ideas and approaches on work performance are experimented continuously
Knowledge distribution (3)	1. The company has formal mechanisms to guarantee the sharing of the best practices among the different fields of the activity
	2. There are individuals within organization who take part in several teams or divisions and who also act as links between them
	3. There are individuals responsible for collecting, assembling and distributing internally employees’ suggestions
Knowledge interpretation (3)	1. All the members of the organization share the same aim to which they feel committed
	2. Employees share knowledge and experiences by talking to each other
	3. Teamwork is a very common practice in company.
Organization memory (4)	1. The company has directories or e-mails filed according to the field they belong to, so as to find an expert on a concrete issue at any time
	2. Company has up-to-date databases of its clients
	3. There is access to organization’s databases and documents through some kind of network (Lotus Notes, intranet, etc.)
	4. Databases are always kept up-to-date

Table (3) , Table (4) , Table(5) and Table(6) can be used as another guide for enterprises to implement organizational learning. Managers can choose different measurement models to measure organizational learning according to the management target and objectives.

RECOMMENDATION

The content of the measurement variables shows that accessible communication is integrated throughout the organization learning which includes individual to individual communication, individual to organization communication, and department to department communication. In order to achieve less obstacle communication, it is necessary to rely on information systems. Therefore, in order to effectively and correctively implement organizational learning, companies must first establish appropriate information infrastructures such as knowledge base systems, MIS, ERP, etc. In addition, people are also the focus of organizational learning, and HR should consider the professional and character aspects when recruiting staff. It can be seen that information technique and personal skills are two important infrastructures that affect organizational learning. Under these two conditions, the development of organizational learning will surely achieve the expected goals.

Both mechanism-based, organizational level based, knowledge type based and knowledge management process-based variables can be used by managers to assess the extent of organizational learning and as a benchmark for organizational learning implementation. With the infrastructure of knowledge management (information technique, personal skilled) and the implementation of organizational learning guidelines, I believe that it can maintain the sustainable competitive advantage of the organization.

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THE APPLICATION OF FLIPPED CLASSROOM MODE IN UNIVERSITY TEACHING.

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ABSTRACT

Flipped classroom, in fact, is a kind of teaching mode that after the teacher establishes the curriculum resource package, students watch videos after class or at home, preview the course, and then communicate with each other in the classroom. In the process of classroom teaching innovation of college mental health education, the flipped classroom teaching mode is used to improve, which has received good teaching effect. Teachers can understand students' ideas, find problems through feedback information, and then discuss with students to guide them to correctly understand the knowledge of College Students & apos; health psychology, so as to prepare for classroom teaching.

Keywords: college mental health course; flipped classroom; teaching mode innovation

INTRODUCTION

From the perspective of teaching practice, flipped classroom teaching mode is a complete subversion of the traditional teaching mode. In the traditional teaching mode, the teacher & apos; s teaching is the main task. After the class work is finished, the students can finish their homework. Learn knowledge in class and internalize knowledge after class. Under the flipped classroom mode, students preview new knowledge before class, communicate, exchange and discuss in class, including questioning, answering and knowledge application. In the teaching practice, it is no longer "cramming", but giving full play to the subjective initiative of students, taking students as the main body, truly becoming the master in the process of classroom teaching; learning knowledge after class, internalizing knowledge in class, namely "flipping" the classroom. This kind of teaching mode is more targeted, and the teaching effect is more ideal. In the teaching process of college mental health education, the flipped classroom teaching mode should have a holistic teaching view, and the whole teaching process should maintain consistency and integrity. The last link is to link up with the autonomous learning of the next learning content, that is, to form the form of one shoulder carrying two burdens.

1. Analysis of the characteristics of "flipped classroom"

1. Flipped classroom teaching video is generally short, about a few minutes to more than ten minutes. This is because junior high school students & apos; concentration time is generally short, so the real time of video resources should not exceed 15 minutes. Each video should deal with a problem and aim at the key of a problem. Short does not mean the lack of content, nor is it simple. Instead, it extracts some of the essence of lecture videos and focuses on guiding content.

2. The teaching content and learning process are clear. Flipped classroom is actually the reconstruction of students & apos; learning process. The learning process is arranged before class, and students use pre class resources for self-study, classroom communication and discussion. Students give full play to their autonomy, autonomous and automatic to learn to research, enhance interest in learning. Teachers, as tutors, give answers and help, and give

guidance to those students who have doubts and can & apos; t understand correctly. They are a kind of interactive and benign learning mode.

3. After mastering the learning resources, students can conduct self-test, comb, consolidate and feedback according to the test questions behind the teaching video. After class test is also a mode of students & apos; autonomous learning, which can be set into two parts. One part is a part of the test designed by the teacher according to the key points of teaching, and the other part is a part of the test designed by the teacher according to the students & apos; centralized feedback in class.

2. Practice of "flipped classroom" mode in college mental health teaching

2.1 Small class grouping. According to the problem that the large class is difficult to manage, the students are divided into groups consciously according to their learning situation. A cording to the ability of learning and organization, students are divided into five or six groups. In this way, students with strong learning ability can encourage and spur students with learning difficulties, and group members can communicate and discuss in class, off class, online and offline, which is conducive to overcoming difficult problems, strengthening the communication between students, teachers and students, and promoting the improvement of communication ability.

2.2 According to the psychological characteristics of college students, through the requirements of flipped classroom, the characteristics of students & apos; autonomous learning, and the requirements of students & apos; online learning through computer and mobile phones, the improvement of students & apos; subjective initiative has been greatly improved [2].According to the trend of the times, combined with the hobbies of college students, let college students learn to become a kind of readily available resources, make full use of the advantages of the Internet, from life, combined with the psychological characteristics of students like to surf the Internet, like to watch mobile phones, can play an unexpected effect.

2.3 In the flipped classroom teaching, the goal, key points and difficult problems of mental health course are preset by using video, animation and pictures. Students are required to make analysis one by one and list the knowledge points, so that students can strengthen their ability of autonomous learning. The text materials are edited through information technology, and the resources are uploaded to the sharing platform with PPT and video for students to download and learn. The way of video pictures or animation is more vivid and interesting than our traditional pure text or boring ppt handouts, which can stimulate students & apos; interest in autonomous learning, and it also matches our current era, so it will not lag behind the times.

2.4 For difficult problems, use group discussion, classroom Q & A and other ways to evaluate and analyze students & apos; problems. In practical application, the method is to divide the questions into different grades, and set different scores for each grade. After answering the questions, the students focus on breaking through the difficult problems, making the classroom more efficient and effective.

2.5 After class reflection needs to constantly reflect and adjust the teaching reflection. Summarizing the teaching methods is a good solution to the shortcomings of flipped classroom, which is very beneficial to the actual teaching. In class, some valuable questions from students & apos; feedback will be recorded at any time; before class, some students & apos; inquiries or some typical knowledge points detected by teachers before class preparation will be recorded; combined with the problems before class, we will reflect and summarize after class, summarize some valuable knowledge points or regular knowledge from these problems, and finally make a lesson In order to make the flipped classroom more perfect.

3.Principles of flipped classroom teaching design for college mental health

3.1 Students are the main body and teachers are the tutors.

3.2 Efficient classroom interaction, all around problem-solving as the center, to ensure the effectiveness of discussion and communication.

3.3 Let students learn happily.

3.4 Make clear the teaching goal of university mental health, make students interested in the set requirements, and ensure the smooth progress of teaching.

3.5 The individual differences of students should be fully considered. Such as students & apos; knowledge level, learning basis, personality characteristics, personality types and so on.

3.6 According to the teaching content, the teaching objectives are related to the students & apos; knowledge level, the chapter difficulties are determined, the difficult resources are well designed, and the teaching objectives suitable for teaching resources are designed.

3.7 Through autonomous learning, students can make scientific self-planning and learn by using the terminal equipment of the audience, so as to facilitate the communication and discussion between students and teachers [3].

3.8 To evaluate the effect of self-study before class, we can set the teaching goal as judgment questions, and use technical means to evaluate and judge the results.

3.9 According to the students & apos; knowledge reserve before class, students can exchange their learning achievements in class and enhance their learning confidence and motivation.

With the development of productive forces, people pay more and more attention to education, especially the development of higher education, which provides a good reproduction force and scientific knowledge for the further development of society. Because of this characteristic of higher education, the society pays more and more attention to the healthy development of higher education and the quality of talents. UNESCO put forward earlier that the requirements for a healthy person are not only limited to the health of physical quality, but also good psychological quality and moral cultivation. At present, there are still many problems in psychological education in Colleges and universities in our country. In order to cultivate qualified and excellent citizens for the society, promoting the development of psychological education in Colleges and universities is increasingly put on the national reform agenda, which is the inevitable result of social development to a certain extent, and also an effective way to promote social development. Therefore, in the process of psychology teaching in Colleges and universities, the combination of psychological theoretical knowledge and common social phenomena can not only effectively promote students to form good psychological literacy, but also better improve the teaching quality of psychology in Colleges and universities [4].

4. Problems in psychological education in Colleges and universities from the perspective of sociality

According to the relevant survey data, we can know that up to 90% of college students have some psychological problems more or less. At present, the development of psychological education in Colleges and universities is still in the initial stage, the teaching is lack of professionalism to a certain extent, and the teaching results depend on the students & apos; self absorption and self-improvement to a certain extent; classroom tests generally focus on the broad psychological category, and it is difficult to capture individual psychological problems, and it is difficult to teach students in accordance with their aptitude; although the psychological counseling room is configured, the utilization rate is not very high In addition, according to Erik. H. Erikson & apos; s eight stages of personality development, psychological education in Colleges and universities plays an important role in repairing the problems left over from infancy to adolescence, with a wide time span and difficult tasks; psychological education mainly stays in general psychology, studying the psychological process and psychological characteristics of normal people, lacking detailed subjects [5].

5. The development trend of psychological education in Colleges and universities from the perspective of sociality

As early as many years ago, the World Health Organization defined health: "the so-called health is not only the absence of disease and weakness, but also the physical and mental perfection, as well as good social adaptability and moral health. "From the perspective of sociality, the development trend of psychology education in Colleges and universities is mainly reflected in the following four aspects: first, colleges and universities will pay more attention to cultivating students & apos; social adaptability, so that students can learn to survive, so as to improve social harmony; second, psychology discipline will realize the transformation from macro psychology to micro psychology, from general psychology to detailed psychology, and provide guidance for students Teaching students in accordance with their aptitude and providing power for personality development, so as to prepare talents with different qualities for the society; third, the teaching mode changes from traditional explanation to the use of various modern teaching tools, so as to improve the teaching quality and efficiency, so as to improve students & apos; flexibility [7]; fourth, the teaching mode changes from classroom teaching to combining with social practice, paying more attention to the role of model demonstration, so as to improve students & apos; flexibility Improve the prestige of the correct role of public opinion.

6. The development strategy of psychological education in Colleges and universities from the perspective of sociality

First of all, we should pay attention to strengthen the teaching of psychology. In the teaching process of psychology in Colleges and universities, relevant departments and teachers should explore the law of students & apos; psychological development from the micro perspective, constantly improve their own quality, guide the development direction of good psychological quality for students, so as to promote the continuous improvement of the level of psychological education in Colleges and universities. Secondly, we should pay attention to the innovation of psychology teaching methods, combine with modern scientific and technological means to constantly innovate teaching mode, and pay attention to the combination of theoretical knowledge and daily life [8].In addition, the division of psychology should be refined, starting from the open elective courses, so that students can make their own choices and give full play to their right of choice, so as to mobilize the role of self-improvement drive and improve their own quality. Finally, we should pay attention to the improvement of teaching evaluation methods, avoid the one sidedness of teachers & apos; one-way evaluation, mobilize education efforts, give students comprehensive and pertinent evaluation as far as possible, attach importance to the role of role models, and promote the development of students & apos; psychological quality in a good direction [9].

CONCLUSION

To sum up, higher education shouldering the important task of "rejuvenating the country through science and education" will pay more and more attention to the cultivation of social value of talents, and the development of psychology education in Colleges and universities will also be closely linked to the "sociality" link, so as to help students form a correct world outlook, outlook on life and values, and play a positive guiding role for each student to better integrate into the society. At the same time, the development of society has a negative effect on the development of psychological education in Colleges and universities. The rapid development of contemporary science and technology provides more advanced equipment and more extensive data for psychological teaching, and further promotes the development of psychological education. Finally, we can expect an overall development trend of common progress, mutual benefit and win-win. Students are not only the educated, but also the main body of learning. Flipped classroom as a new teaching mode, its implementation process will inevitably have some problems, but its teaching charm and teaching effectiveness cannot be underestimated, it is also worthy of our application and promotion. After understanding the students & apos; knowledge level, knowledge reserve and psychological status, the teacher guides the students to review and consolidate their learning knowledge. The leading role of teachers is the premise of students & apos; initiative. Only when teachers teach in the right way can students & apos; initiative achieve better practical results. In a word, "flipped classroom" mode is an effective teaching mode worthy of promotion.

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THE DEVELOPMENT STATUS AND COUNTERMEASURES OF CHINA'S EMERGING E-SPORTS TOURISM INDUSTRY.

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ABSTRACT

In recent years, with the rapid development of e-sports industry in China, and based on the comprehensiveness and comprehensiveness of tourism industry, the commonness of e-sports industry and tourism industry makes it constantly integrate. The consumer groups generated by E-sports events are the foundation of e-sports industry and tourism industry. This paper studies the current situation of the combination of the emerging e-sports industry and tourism industry and the innovative ways of management, and analyzes the development potential and existing problems of E-sports tourism. In view of a series of problems existing in the industry, such as industry standards, imperfect legal system, large talent gap and single development mode, this paper puts forward the following countermeasures. In the long-term development of E-sports tourism in the future, we should pay attention to increasing the talent training of the industry, formulate the talent training plan, advocate the state to speed up the standard setting of E-sports tourism industry, innovate the development mode of E-sports tourism and so on, so as to build a new pattern of E-sports industry and tourism. Open up a new market of the combination of E-sports and tourism.

Keywords: E-sports; tourism; problems; management strategies

1. The concept and background of E-sports tourism in China

E-sports tourism is a kind of theme tourism form that E-sports fans leave their own places and go to a certain destination to participate in or watch E-sports activities. Because E-sports tourism is based on the development of e-sports industry, and because of the cooperation between e-sports industry and tourism industry, the essence of E-sports tourism can be said to be a new tourism form of the integration of e-sports industry and tourism industry.

The e-sports industry is developing rapidly. In terms of the number of participants, there will be nearly 450 million participants in China's e-sports industry in 2019. From the perspective of industrial scale, China's e-sports industry is developing rapidly. In 2019, the market scale of China's e-sports industry will reach 99.8 billion people, with an output value of nearly 100 billion yuan. From the national point of view, since 2016, a number of policies have been issued to support the development of e-sports industry; from the local point of view, many provinces and cities have issued policies on the development of e-sports industry.

The comprehensiveness of tourism makes it possible to combine with other industries. In the process of the combination of tourism and other industries, new power and new management methods are often developed. In recent years, under the guidance of global tourism concept, more and more industries begin to pay attention to, participate in, support and develop tourism. With tourism as the driving force, we should promote the agglomeration of related industries, expand the development space, adjust the structure of tourism industry, form a new comprehensive development model of tourism industry, improve the quality of tourism products, improve the level of tourism services, and realize the transformation and upgrading of tourism industry. The combination of tourism and other industries is a stage that tourism must go through in a certain period.

With the development of E-sports system and the gradual enrichment of derivative content around the game, E-sports has formed a unique mass culture in young and middle-aged groups. New culture and creative content with E-sports as the core will flourish in 2020. From the past form of E-sports to the present E-sports with the spirit of E-sports as the core, E-sports will become an important growth point of the whole industry in the future. Experts estimate that by 2020, the scale of China's e-sports industry will exceed 100 billion yuan, and China's e-sports industry has entered an explosive period, resulting in the rapid development of various E-sports activities, E-sports towns, game attractions and other tourism related industries. The combination of e-sports industry and tourism is a typical case of the combination of emerging industry and traditional tourism.

2. The development status of E-sports tourism in China

In recent years, China has been developing its own electronic information industry base and communication infrastructure to promote information communication between cities. Mobile phone communication and computer communication are rapidly spreading among the people to promote the rapid development of E-sports. The Internet has played a vital role in involving regional E-sports participants and continuously bringing a new situation for the development of E-sports tourism industry.

2.1 E-sports events are more professional.

First of all, the competition classification is more and more obvious, based on the data analysis as the premise, in-depth analysis and interpretation of the game; secondly, the game home of E-sports. Through the cooperation between E-sports events and clubs, the host city can form a city label, just like the development mode of NBA, so that a city can be engraved with the names of stars and heroes to meet the worship psychology of city E-sports fans. Finally, the whole competition system tends to be a whole, and the whole supply chain shares the game revenue.

In the 2018 Asian Games in Jakarta, E-sports as a performance project has been a great success. The Chinese hero League project and the king's glory project have successfully won the gold medal, which once again aroused the love of Chinese people for E-sports. What it brings with it is the consumption of tourism. The participation of E-sports in the Asian Games, the global finals of the League of heroes to be held in Shanghai in 2020, and even the participation in large-scale events such as the Olympic Games in the future make the e-sports tourism activities fully developed.

2.2 Tourism activities are more entertaining and diversified.

With the gradual home games, the related tourism industry has developed rapidly. Take Shanghai as an example, there are home stadiums for the games of the old E-sports teams such as EDG and snake. When consumers come to Shanghai to watch the games, they will inevitably drive the consumption of related industries, such as hotels, restaurants, and other tourist attractions after watching the games, such as Disney park. In 2018, Ig E-sports Club successfully won the championship of the League of heroes project, and successfully appeared on CCTV news for positive publicity. Every day, the program group even invited this team to participate in the program, attracting a wide range of upsurge, making E-sports a success in the entertainment industry. E-sports and stars, tourism, animation, the successful combination of surrounding. In fact, consumers have completed a complete tourism activity.

China's e-sports industry will develop rapidly in 2020. Based on the rapid growth of the number of E-sports users, the awareness of E-sports as an emerging industry is the highest in all the countries surveyed. All countries are optimistic about the development of China's e-sports, and the tourism industry serving the e-sports industry will also flourish. As a new challenger of global e-sports industry, China's international influence is gradually emerging. China's e-sports industry actively participates in the standard setting of global E-sports tourism industry.

3. The development of E-sports tourism in China is facing many problems

3.1 The industry standard and legal system are not perfect

E-sports tourism is a comprehensive industry, which is supervised by many departments. Because it is an emerging industry, the lack of detailed supervision of various departments will lead to excessive supervision or even inadequate supervision, which limits the healthy development of E-sports tourism. Therefore, it needs the government to actively guide all departments. Effective government leadership and management is extremely important for the healthy and sustainable development of E-sports tourism. Secondly, the relevant laws are not perfect. Because there is no corresponding legal constraints, the risk of illegal practitioners is low. For example, in the League of heroes, there is a black history that professional players lose the game by pulling the net and have to replay it. Just like traditional sports games, there are also illegal behaviors such as gambling that disturb the fairness of the game, such as the prediction and manipulation of the game results by overseas casinos. If the state does not pay attention to the legal system of the e-sports tourism industry, there will always be practitioners engaged in the e-sports tourism industry in the case of imperfect legal system, to exploit loopholes and seek illegitimate interests.

3.2 Low public acceptance

E-sports is still difficult to be understood by the public, even if it has long been recognized as competitive sports. The fundamental reason is that few professional players can really participate in E-sports. The vast majority of people do not have the talent to play professional e-sports, but indulge in online games. Therefore, the public confuse E-sports with games, which is called spiritual opium. Compared with the open thinking of the Korean people, Chinese E-sports professional players generally have a lower social status, and even many people even look down on the professional players. They think that E-sports is to waste time and do nothing. All kinds of criticisms on E-sports directly affect the image and connotation of E-sports. In recent years, the growth of the income of professional players makes the Chinese people's cognition of professional players change from having no money and no culture to having money and no culture. The result is that the popularity of e-sports industry in China is low. Although China's e-sports industry is developing rapidly, there is still a lot of room for development. Affected by this, the tourism industry matching with e-sports industry has not been fully developed.

3.3 The fast alternation of E-sports content

E-sports is different from online games. The theme of high-intensity confrontation and online leisure entertainment of E-sports is different. Therefore, games are oriented to the public, while E-sports is not oriented to the public. The game company is the rule maker of the game, and has all the permissions of the game. All competition activities related to the game need the support of the company. If the game is no longer hot, or the game company goes bankrupt, the tourism industry will be hit hard. Therefore, the e-sports tourism industry needs to constantly change the content of E-sports to meet the needs of the development of the times. The second is equipment. The basic condition of E-sports competition is that with the increasing number of E-sports users, the rising consumer demand and the update speed of electronic equipment become crucial. Correspondingly, there is a big gap between China and the United States, South Korea, Japan and other developed countries in the development of E-sports equipment, and a large number of advanced equipment need to be imported. Fortunately, the development of E-sports tourism industry relies less on E-sports equipment, and more on E-sports competition and cultural content.

3.4 Large gap of professional talents

The rapid development of E-sports tourism industry will also face a problem is the lack of management, operation and other professionals. The data shows that the current gap of E-sports related professionals in China is more than 300000. Due to the low degree of localization of China's E-sports and the late recognition of e-sports industry, China develops relatively late compared with foreign E-sports and lacks experience in overall planning of events and personnel services. Therefore, there are few talents engaged in E-sports tourism. Although in recent years, there have been many colleges and universities to carry out professional courses such as E-sports management, but the talents who can really understand both E-sports management and tourism management are extremely rare. With the continuous development of E-sports competitions in various regions, there is a serious shortage of talents in tourism industry serving E-sports competitions. The decline of service quality will inevitably lead to the decline of consumers' satisfaction with E-sports tourism services, which seriously hinders the development of E-sports tourism industry.

3.5 Limited consumer groups

With the growth of age, the adult's love for E-sports is gradually decreasing, and their consumption desire is gradually decreasing. In addition, the public's one-sided cognition of E-sports in early years thinks that playing games will lead to addiction, that is, taking spiritual opium. As a result, the vast majority of consumers who watch E-sports games and participate in E-sports tourism are young people. The proportion of female consumers and middle-aged and elderly consumers is too small, which makes the market target groups of E-sports and its related industries tend to be fixed.

3.6 Single development mode

At present, China's E-sports tourism mainly relies on the e-sports events, the people who watch and participate in the competition. The main development mode of E-sports tourism is the tourism activities of E-sports enthusiasts who mainly watch games and e-arenas whose purpose is to watch games. The participants of E-sports are mainly engaged in E-sports. For the purpose of participating in or serving the e-sports games, tourism activities should be carried out in the places where the e-sports games are held. The relatively simple development mode hinders the production of E-sports tourism products, is not conducive to the long-term sustainable development of E-sports tourism, is not conducive to the extension of E-sports tourism life cycle, is the main problem restricting the sustainable development of E-sports tourism.

4. China's E-sports tourism development countermeasures

4.1 The government should increase policy support. To formulate corresponding legal system. Introduce the industry standards and norms of E-sports tourism industry.

4.1.1 Review the compliance of E-sports tourism projects

Whether the e-sports tourism project has been planned by the government, whether it has passed the requirements of safety, environmental protection, energy conservation and other departments, whether the risk prevention and control system has been established, whether the trademark of the project constitutes infringement and so on, all need the government to formulate strict industry standards, improve the access threshold, and reduce unfair competition. At the same time, a strict legal system should be introduced to severely punish the illegal profiteers who want to take risks.

4.1.2 Behavior control of consumers participating in E-sports tourism activities

The organizers of E-sports tourism should take great responsibility for the safety of consumers. There are a lot of human-computer interaction and player interaction with the theme of game content in E-sports tourism activities, even congestion and stampede caused by too many participants. To ensure the safety of consumers is the most basic task of the organizers.

4.1.3 Carefully supervise the infringement of tourism industry in combination with e-sports industry

For example, whether the tourism project with a certain game as the theme has been approved by the game company. Even if permission has been obtained, whether it will cause infringement in the later operation process. The operators of tourism industry should take the initiative to avoid the risk caused by legal disputes in the actual operation. The arrangement of tourism activities should be integrated and systematic. They should make scripts and plans, and finally organize them into a perfect tourism activity. In this way, a large and perfect tourism activity can constitute a work and be protected by law.

4.2 Training professional E-sports tourism industry management talents.

In recent years, E-sports related industries are in full swing, but there is a serious lack of supporting management and operation talents. The reason is that the whole E-sports teaching system is not mature, teachers and teaching content is not standardized.

4.2.1 Carry out positive publicity to guide parents to allow students to learn E-sports management related majors

The lack of E-sports management talents is largely due to parents' excessive resistance to E-sports. As everyone knows, now E-sports management is a new major with great development potential and development space. It is a management major, not a game major imagined by parents. If parents dare to let students learn this major, students will have the opportunity to engage in this industry. If even the most basic parents can't pass this pass, the management of China's e-sports industry will face serious problems.

4.2.2 Standardize the curriculum standards of colleges and universities of E-sports management

Many colleges and universities have set up related majors, but they are seriously lack of professionalism. As a result, some students apply for the e-sports management major, but there are no professional teachers to teach. The related teaching materials are not standardized, and the whole subject is in the stage of crossing the river by feeling the stones. Therefore, it is necessary to establish a talent training mode system based on the characteristics of E-sports tourism industry. As one of the development modes of E-sports tourism, E-sports competition needs professional athletes, E-sports analysts, coaches, E-sports commentators and so on to successfully hold E-sports competition. With the support of E-sports tourism professionals, E-sports practitioners of professional talents, will make E-sports activities full of vitality, will make E-sports tourism industry flourish.

4.3 Innovate the development mode of E-sports tourism.

4.3.1 In order to develop E-sports tourism industry rapidly, the core is that tourism projects should be enough to attract consumers

The development of E-sports tourist attractions, small towns. Build a one-to-one model in the game in a small town. Different E-sports tourism projects should have corresponding tourism characteristics and cultural creativity. E-sports tourism culture will enable more young people who love E-sports to go out of their homes, enter the scene, watch the games, explore the beauty of the city and taste the special food. More and more E-sports activities have become a new business card of a city, which is an important medium for young people to have a good impression of the city. E-sports tourism is perfectly integrated with the development of the city. Tiktok, micro-blog, Jo, etc., together with app, has achieved good results in improving the city's image. Nowadays, E-sports has become an effective way for young people to promote urban tourism activities through its high viewing rate and participation rate.

4.3.2 Increase the participation of consumers in E-sports tourism activities.

For example, in the "League of heroes" theme tourism project, let consumers enter the simulated game map, and feel the happiness and reality that can't be felt in the game sitting in front of the computer in the simulated Summoner canyon. At the same time, the payment mode is adopted to let consumers actively participate in cosplay, play various roles in the game and provide role skill experience, photo service and so on, so as to guide consumers to consume in a happy, happy and comfortable environment. It can also provide a variety of game peripheral products, such as the role of the game dolls, game themed hats, clothes, electronic devices and so on. Jinjin provides meals full of game characteristics, sightseeing bus, E-sports theme hotel and so on. Clothing, food, housing, transportation, entertainment, shopping and travel are all full of E-sports features, leaving consumers with deep and unforgettable memories.

4.3.3 We should increase the cooperation between E-sports and traditional travel agencies

We should make consumers realize the difference between E-sports tourism and traditional tourism. Make a tour plan, route, content and advertisement like traditional tourism projects. At the same time, we should strengthen cooperation with enterprises, such as company group tour, weekend tour, college students group tour and so on, which are good opportunities to participate in E-sports tourism activities.

4.4 Actively explore and learn foreign advanced experience.

The characteristic is that the game development and equipment manufacturing industry is developed. There are many famous game development companies in America, such as ea, Blizzard, fist and so on. In China, there are only Tencent, Shanda and other game companies, which are more or less stretched. Therefore, China's technology companies need to learn more from these companies, learn the experience of game development, and learn the development experience of game related industries such as E-sports tourism industry. At the same time, the open and inclusive culture of the United States provides a unique soil for the development of e-sports industry. Although there are also E-sports activities on campus in China, most of them are unofficial activities. Although the enthusiasm of students is very high, the school does not pay enough attention to it. Therefore, it is particularly important for colleges and universities to pay attention to the e-sports industry.

CONCLUSION

To sum up, with the rapid development of e-sports industry, tourism is also the focus of public attention. When the integration of the two gives birth to a new tourism mode, E-sports tourism will have unlimited development space. However, as an emerging industry, the problems in the development process also need to be treated with caution. Therefore, in order to make this new form of tourism sustainable and healthy development, the government should strengthen the guidance, improve the development mode of E-sports tourism, excavate the cultural connotation of E-sports tourism, and actively explore and learn from foreign advanced experience, so as to promote the long-term development of China's E-sports tourism industry.

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THE INNOVATION AND DEVELOPMENT OF THE ONLINE EDUCATION INDUSTRY IN CHINA UNDER THE EPIDEMIC SITUATION.

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ABSTRACT

The global COVID-19 epidemic in 2020 has dramatically changed the world. International exchanges have stalled for some time, and the tertiary industry, commercial institutions, and social organizations that provide offline services have been severely impacted. Online education was one of the few industries that exploded during the outbreak. The epidemic has brought great opportunities, but also significant challenges, to the online education industry. Network education makes people break through the limitation of time and space. People can learn anytime and anywhere. At the same time, the online education platform has changed the original offline teaching mode and conducted online teaching interaction with students as the main body. A large number of educational platforms have emerged.

On the one hand, these platforms effectively serve users, bring efficient and practical courses for learners, and provide more effective learning methods. On the other hand, there are many practical problems to be solved. This paper first analyzes China's current situation and then analyzes China's network education's current status and development trend and gives its reference. This study adopts a mixed method. Through my research, I found the problems existing in the current online education: the quality of educational resources is uneven, lack of interaction, and lack of learning incentive mechanism. Through the problems found above, reasonable solutions are put forward, hoping to provide a meaningful reference for the development of network education.

Keywords: Online education, Advantages, Opportunities and Challenges, swot Analysis

INTRODUCTION

Online education in China has witnessed rapid development in recent years. This paper will introduce the development history, status quo, development trend, and problems of China's online education industry in the new situation. In addition, this paper also tries to explore some solutions.

1.1 Background

Online education in China got off to a slow start in the late 20th century. From the development course, China's network education has experienced three stages. Early online education is restricted by the external environment, mainly due to the development of Internet technology (such as the limitation of network bandwidth) and the popularization of electronic products (Hu Jiehui, 2018). The period 2000-2009 is the first stage of the rise of network education in China's network era. The year 2000 is a crucial period: first, the emergence of "three-screen" form of network video courseware (Chen Zhiwu, 2019), network education has entered the multimedia stage; Secondly, the Ministry of Education approved 68 universities as the national pilot universities of modern distance education and allowed them to set up online education colleges and issue online education diplomas, which accounted for more than 90% of the total online education market in China (Sun Maosong, 2019). Third, New Oriental Online School was launched in 2000, marking traditional training schools' entry into the online education market. Since then, because they did not find the profit model, network education entered the wandering period, the whole industry is groping forward. Although its market share is also increasing year by year, online education is only one of the slower-growing sectors than the fast-growing portals, online games, and e-commerce.

The second phase runs from 2010 to 2014. With the rapid development of the mobile Internet, the network broadcast model appeared around 2010, and the American Khan Academy began to influence the world with its operation model (Dai Ning, 2019). At the time, there were few opportunities for investors in China's Internet industries, such as e-commerce and online gaming, and online education became the new darling of investors. In 2012, the massive open course financing (MOOC) of the three major MOOC platforms in the US strongly shocked people's psychological expectations. It triggered a new round of development of online education in China (Chen Qilin, 2019). Online education, as a sub-industry of the Internet industry, started from the attention of Internet giants. Hundreds of new Internet education companies have entered the market. In 2013 alone, nearly a thousand new online education institutions were established. Although the development is rapid, the market size is still far below the actual demand scale. In 2017, China's online education market will grow to 170 billion yuan (Jiao Xiaobin, 2019). At this stage, companies involved in online education in China mainly focus on four primary sectors, namely pre-school education, K12 education (kindergarten to 12th-grade high school), higher education, and vocational training. The higher education market, which accounts for the most significant proportion, generally refers to the online diploma education market, the online education enrollment market of 68 universities approved by the Ministry of Education to carry out online education. With the cancellation of "Online Education Schools Use the Internet to Implement Distance Higher Education," the online diploma education market may be fully opened, which means that in addition to the 68 universities initially approved for the pilot project (Rao Gang, 2020), it may also attract more Internet companies to enter and set out in this field.

The third stage: 2015-2020, with the maturity of Internet broadcast technology and the rapid development of the online education industry, online education enterprises have launched the fierce competition for the market. In 2015, with the maturity of Internet broadcast technology, online foreign language training ushered in explosive growth, with VIPKID, 51Talk, and other star companies emerging as The Times required (Jiang Xiaobin, 2018), and many excellent companies appeared in the entire online education industry. The maturity of AI speech recognition technology has also given rise to AI-driven business models, with no real teachers, such as fluent English. Since 2019, the application of the AI teacher model in the teaching of young students has become more popular, as has technology and education. They were combined with the gradual deepening of teaching links, from instrumental teaching AIDS to teaching links (Jiang Dacheng, 2019). In particular, under the influence of the epidemic in 2020, the number of online education students will increase significantly, and the market size will also expand considerably. Online education will gradually enter a period of rapid development.

By 2020, the teaching and learning process of the coronavirus pandemic was transformed through offline education. Many countries and governments have taken emergency measures to suspend offline education to avoid the spread of the virus. Schools have adopted online learning methods to ensure students' education continuity (Hu Zhongxiong, 2020). As students learn from classroom to home, offline to online, online education has soared into the mainstream. In the past, online learning was considered a complement to traditional knowledge. However, during the coronavirus pandemic, online education has received unprecedented attention from the whole society, from the previous supporting role to the current teaching must be the way. This shift has changed the perceptions of both teachers and students. At the same time, the change of teaching mode will profoundly affect the future education mode. Especially with the rapid development of information technology, from the Internet to the mobile Internet, we have created a way of life, work, and learning that transcends time and space. The way we acquire knowledge has undergone fundamental changes. Compared with the traditional model of the past, we can now receive education and learn without restricting time, space, and place. The channels of acquiring knowledge are more flexible and varied. In recent years, with the influx of capital markets and entrepreneurs, the online education industry in China has experienced a period of rapid development (Sun Maosong, 2019), which has made the online education industry increasingly attractive. Online education is closely related to the development level of science and technology, the transformation of educational concepts, the upgrading of users' academic needs, and lifestyle transformation. Especially with the expansion of the scale of Internet education and the increased stability of the business model, the deepening of the markets of teaching and learning customers, the awakening of consumer awareness and consumption upgrading, China's online education has now entered into an era of intelligent education featuring vertical segmentation, diversified learning methods, open sharing of resources and liquidation of education content.

1.2 Problem Statement

As a form of education closely combined with modern communication technology in China's education system, online education has entered a new normal in China's economic and social development. In constructing the lifelong education system, we are faced with a rare opportunity for growth. Online education has changed people's ideas about the time and place of learning (Ji Wanchang, 2018), and now people can learn anytime and anywhere (Hu Zhongxiong, 2018). The idea is that people can use resources from around the world for high-quality learning without leaving their homes. It is a significant development opportunity for China, with vast territory and uneven economic and cultural development. However, at the same time, the occasional outbreak of the epidemic has led to a surge in the number of users of online education. The large-scale demand for education has posed a challenge to the ecological carrying capacity of China's education ecosystem, which is affected by the supply capacity of education resources and the supporting capacity of environmental development (Hu Zhongxiong, 2018).

From the perspective of the urgency of China's current economic and social development to the demand for talents, the economic imbalance between regions, only relying on the existing educational resources, cannot meet consumers' demand for education (Hu Zhongxiong, 2018). Although online education makes full use of the current academic help through modern information technology, which dramatically improves the supply capacity of educational resources and further enhances the ecological carrying capacity of the scholarly ecosystem, rapid development, and quality assurance are always tricky problems to be considered (Hu Zhongxiong, 2018). Although online education is not limited by time and place, it can provide education services for as many people as possible. Given the given inputs to production, it has a greater variety of outputs than can be achieved by traditional means (John. Daniel, 2008). The digital learning resources developed by the distance education institute can cover a broader range and serve more learners with advanced technical means. Increasing learning opportunities is the driving force for the development of distance education. The characteristics and advantages of distance education are in line with the demand of China's economic and social development on the scale and quality of education development. It is of great significance to enhance the ecological carrying capacity of China's education ecosystem. From economic and social development into the new routine, many educational needs to support the large-scale learning of distance education have brought great development opportunities.

LITERATURE REVIEW

2.1 Overview the Innovation and development of online education

The most fundamental purpose of education is to promote humans and society, which is carried out in continuous Innovation ((Dai Ning, 2019). Today, with the constant evolution of science and technology, innovative thinking is critical, and the development of any industry is inseparable from the strong driving force brought by Innovation. As a traditional industry, the education industry has been given new life in the Internet revolution. Innovation is an essential factor in the development of every industry, and it also plays a pillar role in the development of education.

In today's rapidly changing external environment, Innovation is a critical factor in the sustainable development of education to train the talents needed to cope with the changing world(Han Mei, 2018). Generally speaking, Innovation comes from external changes, through external changes to bring new life to the traditional industry. As a traditional industry, the education industry has been given new life in the Internet revolution. With the rapid development, it has also brought public attention to the industry. The Internet is the initial driver of educational Innovation, bringing about changes in educational tools and methods. In the early stage of the development of online education, projectors, radio, television, audio recordings, and videotapes entered people's lives, and the traditional way of classroom learning began to change (Li Chao, 2018). The start of educational informatization shortens the process of information transmission and improves the efficiency of education. With the beginning and rapid development of the Internet in China, we need to pay attention to the emergence of multimedia courseware teaching (Li Chao, 2019), Internet learning, distance learning and other aspects.

The education and scientific research demonstration network project in the Zhongguancun area has entered the Internet of things(Tang Min, 2019). The use of the Internet to carry out business and applications gradually increased, multimedia courseware, Internet distance learning began to appear. At the same time, the development of Innovation is inseparable from the support of the theory. Paul Lengrand put forward the concept of lifelong education (Han mei, 2018). The whole world is in a period of significant change from humanistic thought to scientific thought. At the same time, the development of modern media has brought people more information than in the past (Guan Xianqi, 2018). The increased productivity of the technological revolution and the labor security system provides people with more leisure and holidays.

Paul Lengrand put forward his idea of "lifelong education."

1. With the rapid change of humanistic thinking, we need to keep learning to cope with the shift of civic responsibility.
2. With the rapid development of science and technology, we need to constantly learn to master new technologies and be competent for new jobs.
3. With the rapid increase in the amount of information received, we need to learn information screening and processing to have better judgment and the ability to think independently.
4. Education can make full use of leisure time so as not to be wasted.

Of course, we can also find that there is no change in the background of these theories mentioned by Paul Rengrande and the characteristics of our contemporary society. Since China's reform and opening-up, China's society is still a rapidly changing society (Tang Min, 2019). At this point, online education can help us sift through the information to a great extent. In a large amount of Internet information, if we rely on ourselves to find the knowledge we need, it may waste a lot of time and energy.

But on the one hand, through online education, we can get professionals to help us improve and screen the knowledge (Jiao Jianli, 2017). On the other hand, you can also learn how to filter information more effectively through special courses. Improve your judgment and independent thinking. The theoretical background of lifelong education is still very suitable (Hao Dan, 2019). While widely using online education, we also need to note that with the maturity of the Internet in China and the national support for distance education, online schools begin to appear, and video courseware and learning community have gradually become new learning models.

Especially with the emergence of three-screen courseware (Dai Ning, 2019), students can simultaneously watch teaching videos, teaching courseware, and syllabus. Online schools usually adopt recording and broadcasting lectures, and students can watch teachers' classes through the Internet according to their time arrangement. The traditional offline training and education open the Internet education mode. In providing online education, the platform understands users' preferences and promotes the personalized development of schooling according to users' needs through big data and artificial intelligence applications (Wang Ping, 2017).

METHODOLOGY

3.1 Introduction

The construction of the research tool firstly reviews the literature related to this topic. Since there are many social aspects involved, many stakeholders, and limited time, we choose specific students as our investigation objects according to the actual situation. At the same time, a city in China served as the site for our survey. A mixed-method is adopted to provide information on the opportunities and challenges of the development of online education. On this basis, in-depth interview and questionnaire surveys were conducted.

3.2 Research Design

The construction of the research tool firstly reviews the literature related to this topic. There are many social aspects involved, and there are many stakeholders involved. In the limited time, according to the actual situation, we chose some students as the interviewees. At the same time, we interviewed people around us and conducted a questionnaire survey as the investigation route. On this basis, the method of in-depth discussion is adopted.

3.2.1Type of Approach used

This study mainly adopts the method of induction. In this case, the lack of theories to inform the research process may reduce the likelihood that researchers will be biased during the data collection phase.

3.2.2 Research strategy

The mixed-method was adopted. We first use qualitative methods to form basic ideas and knowledge about the subject. After that, quantitative methods gain specific knowledge from the research and then test the process. Because little is known about the current situation, or there is insufficient information on how similar problems or research problems have been solved in the past, exploratory research is conducted. In this case, a great deal of upfront work is required to familiarize yourself with the phenomena and understand what is happening before a rigorous design can be established for a full investigation.

3.2.3Sample design

There are many types of stakeholders in online education, such as teachers, students, social workers, online education companies, and so on. Yet, teachers and online education companies are not easy to track. For the above reasons, students are selected as the population

3.2.4 Data acquisition techniques

With the existing data introducing the basic concepts of the following content, this research conducted data collection. The data of this research came from a middle school in Zhengzhou, Henan Province, China. One-on-one interviews were conducted on the teaching effect and student experience of online education. Selected fifteen interviewees and then checked the data. On the other hand, we made a questionnaire survey.

3.2.5 Unit of analysis

We compare students' views of online education experience and teaching effect. The unit of analysis is the individual. Analyze and summarize the answers according to the different aspects of each student.

3.2.6 Data analysis techniques

Data from the in-depth interviews will be analyzed manually. Then, the quantitative data collected from the questionnaire will be subjected to descriptive analysis. Finally, SWOT analysis is used to analyze online education.

RESULTS AND FINDINGS

The purpose of this study is to explore the challenges and opportunities faced by the rapid development of online education under the epidemic situation through interviews with web-based learning users to explore how to promote the development of online education in China in a better direction. However, many problems have been exposed in the story, and how to deal with these problems remains to be further studied.

Qualitative Data

What are the advantages of online education?

Table 4.1 advantages of online education

Interviewee	viewpoint
Interviewee1	It is very convenient and can transcend the limitations of time and space.
Interviewee2	It is very convenient for me to listen to lectures anytime and anywhere under the coverage of the Internet.
Interviewee3	It is very convenient. I can choose my favorite courses on my own
Interviewee4	Convenient, you can study at home, reducing the traffic time on the road.
Interviewee5	The curriculum transcends the limitation of time and space.
Interviewee6	Convenient, I can choose my favorite courses on my own.
Interviewee7	Convenient, I can choose my favorite courses on my own.
Interviewee8	Save time, don't spend time on the trip.
Interviewee9	It is very convenient. Saving time and effort
Interviewee10	Saving time and effort
Interviewee11	Beyond the limits of time and space
Interviewee12	Online education has greater autonomy and choice for students.
Interviewee13	Convenient, Save time
Interviewee14	Online education has greater autonomy and choice for students.
Interviewee15	Save time

Do you think the cost of using online education software is too high?

Table 4.2 cost of using online education software

Interviewee	viewpoint
Interviewee1	Yes. Because it's costly to buy electronic equipment
Interviewee2	Because it's costly to buy electronic equipment
Interviewee3	The cost is not very high
Interviewee4	The cost is not very high
Interviewee5	Yes. Because it's costly to buy electronic equipment
Interviewee6	Yes. Because it's costly to buy electronic equipment
Interviewee7	Yes. Because it's costly to buy electronic equipment
Interviewee8	Yes. Because it's costly to buy electronic equipment
Interviewee9	Compared with the offline cost is low.
Interviewee10	Yes. Because it's costly to buy electronic equipment
Interviewee11	Online education costs more
Interviewee12	Compared with the offline cost is low.
Interviewee13	The cost is not very high
Interviewee14	Online education costs more
Interviewee15	The cost is not very high

Are you willing to use the online education platform for a long time?

Table 4.3Time to use online education

Interviewee	viewpoint
Interviewee1	I'm used to using electronic products for a long time
Interviewee2	Reluctant to overuse. Excessive use can cause eye damage and eye strain
Interviewee3	Reluctant to overuse. Excessive use can cause eye damage and eye strain
Interviewee4	I'm used to using electronic products for a long time
Interviewee5	I don't want to use it for a long time. Overuse can cause vision damage and eye fatigue.
Interviewee6	I don't want to use it for a long time.
Interviewee7	Willing to use, the Internet has been integrated into life, and the way of learning should be changed
Interviewee8	Yes. Willing to use, the Internet has become an essential part of life.
Interviewee9	Not willing to use it for a long time.
Interviewee10	Not willing to use it for a long time.
Interviewee11	Willing to use for a long time
Interviewee12	Not willing to use it for a long time.
Interviewee13	Not willing to use it for a long time.
Interviewee14	Willing to use, the Internet has become an essential part of life.
Interviewee15	Willing to use for a long time

What do you think is the difference between the content of online education and offline education?

Table4.4The difference between traditional education and online education

Interviewee	viewpoint
Interviewee1	Online education refers to the practice of learning based on the Internet. In contrast, traditional offline education takes a fixed place and space to more directly communicate with teachers and students in the actual teaching activities
Interviewee2	Compared with traditional education, the teaching form of online education gives me more initiative and requires me to supervise my study
Interviewee3	In my opinion, traditional education has a stronger ability to supervise teachers, while online education weakens teachers' ability in this regard
Interviewee4	The interaction of offline education is sufficient, and teachers can better supervise the completion of their studies
Interviewee5	The way of acquiring knowledge in online education is mainly concentrated on the Internet, while traditional education still relies more on books.
Interviewee6	The way of learning is convenient, and the curriculum transcends the limitations of time and space.
Interviewee7	The interaction online is worse than offline.
Interviewee8	In terms of teaching resources, online education is more variable
Interviewee9	The offline interaction is better, but basically the same.
Interviewee10	Two education modes have different prices
Interviewee11	Different teaching modes
Interviewee12	The offline interaction is better
Interviewee13	Online education is more targeted and relaxed.
Interviewee14	Online education makes it easier to access learning resources
Interviewee15	Online education is more targeted and relaxed.

What do you think are the main problems in the current online education industry?

Table4.5Major problems with online education

Interviewee	viewpoint
Interviewee1	The quality of teaching content in online education is not guaranteed, and in many cases, the teachers are not responsible enough
Interviewee2	Many online education platforms charge unreasonable and excessive fees
Interviewee3	Without uniform industry standards, teaching content, cannot be guaranteed
Interviewee4	The service of online education platform still needs to be optimized
Interviewee5	Lack of practical interaction. There is no good cooperation between online education and offline education.
Interviewee6	When teachers live broadcast, the student attendance rate cannot be guaranteed, and the teaching quality cannot be guaranteed.
Interviewee7	Lack of practical interaction, there is no good cooperation between online education and offline education
Interviewee8	The education platform still needs to be optimized. If there are too many users, there will be all kinds of problems
Interviewee9	Enhance customer trust
Interviewee10	False publicity

Interviewee	viewpoint
Interviewee11	Need a good network environment
Interviewee12	Poor teaching quality.
Interviewee13	Lack of industry discipline
Interviewee14	The quality of education is poor and the teachers are not professional enough
Interviewee15	Lack of industry discipline

What do you think is the Innovation of online education now?

Table4.6 Innovation of online education

Interviewee	viewpoint
Interviewee1	Guide us to learn more independently and break through the limitations of time and space.
Interviewee2	For the form of the course, as well as teaching methods, have caused significant changes
Interviewee3	Use the network to share the same educational resources and use the cloud platform to cross the boundaries of the original social organizations to carry out the same activities
Interviewee4	More and more people can complete their studies through online education platforms, especially those who are studying after work and vocational education, which strengthens social interaction
Interviewee5	Both teaching management and curriculum form have changed.
Interviewee6	We can make more people enjoy online education by sharing.
Interviewee7	Improve the quality of curriculum content, increase the review of curriculum content, especially for teachers' ability, many teachers'
Interviewee8	conducive to the better use of educational resources so that students in remote areas can also enjoy high-quality educational resources.
Interviewee9	It is not limited by time and space
Interviewee10	Transform the offline single course into a diversified course system
Interviewee11	Different teaching modes
Interviewee12	Teaching mode
Interviewee13	Traditional education is teacher-oriented, while online education is student-oriented.
Interviewee14	It is not limited by time and space.
Interviewee15	Diversity of educational resources

What do you think should be improved about the current online education?

Table4.7 Improving online education

Interviewee	viewpoint
Interviewee1	Improve the quality of course content, enhance the interest, increase the examination of course content and teachers' qualifications
Interviewee2	To improve the quality of course content, increase interest, increase the examination of course content and teachers' qualifications
Interviewee3	Improve the quality of course content and enhance interaction
Interviewee4	Enhance the interactivity of the webcast and optimize the product details
Interviewee5	Provide more rich course content, let us have more choices

Interviewee	viewpoint
Interviewee6	It is necessary to strengthen the intellectual property rights of educational content and improve the quality of educational content of independent Innovation.
Interviewee7	Improve the quality of curriculum content, increase the review of curriculum content, especially for teachers' ability, many teachers' professional skills do not pass.
Interviewee8	Need to optimize and improve online education products and functions.
Interviewee9	Improve the interactivity and increase the enthusiasm of students
Interviewee10	Improve the quality of the curriculum and the professional level of the teachers
Interviewee11	Improve the quality of the course
Interviewee12	Improve the quality of the course
Interviewee13	Improve the quality of the course
Interviewee14	Avoid eye fatigue after studying for a long time
Interviewee15	Improve the quality of the course

What do you think is the key to the future development of online education?

Table4.8 Future development

Interviewee	viewpoint
Interviewee1	It is necessary to improve the quality of teaching courses and give us a better teaching experience.
Interviewee2	Enhance the interaction between teachers and students. My autonomy is not so good.
Interviewee3	Improve the quality of course content and enhance interaction
Interviewee4	Enhance the interaction between teachers and students. My autonomy is not so good.
Interviewee5	The service of online education platforms still needs to be optimized.
Interviewee6	Let's rely on the progress of science and technology to exert more influence on online education through the development of science and technology.
Interviewee7	Ensure the quality of the content of the course.
Interviewee8	There is a need for more industry norms to adapt to the current development
Interviewee9	Online and offline education are integrated
Interviewee10	Through legislation to regulate the development of the education industry
Interviewee11	Improve the quality of the course
Interviewee12	Appropriately meet customer needs
Interviewee13	Adhesiveness
Interviewee14	Enhanced interactivity
Interviewee15	Enhanced interactivity

According to the above interview content, we can summarize the content a little. First of all, we must affirm the effect of network teaching. Due to the outbreak, online learning is much closer to delivering face-to-face courses directly online. While some programs have specifically added interactive links, most may not have time to adjust course organization to the online model. Before starting online courses, students have low expectations and lack confidence in online learning. However, from the end of the feedback course, the overall satisfaction of students was very high, with the vast majority of students believing that the impact of online teaching was more significant than or equal to face-to-face instruction, and almost all students considering that the result of online education was higher than or similar to the expected. The outbreak has also forced teachers to take their first steps towards "live streaming." Some teachers have abandoned the "stereotype" of online teaching and accumulated some experience in online education through practice. In future teaching, we can consider adding appropriate online and offline mixed teaching methods.

Secondly, the golden content of the course itself is the key to ensure the quality of network teaching. Curriculum design itself is still the core element of teaching quality. "The organization of course content," "the provision of course materials," and "the presentation of course content" are all considered to be positive factors in promoting online teaching. In-network teaching, students, are easily affected by various factors and put forward higher requirements for course design, so according to the characteristics of network teaching to further improve the content and organization of the course is still the key to improving the quality of education. Network teaching has put forward higher requirements to teachers, and more efforts are needed to achieve the same or even better teaching effect as face-to-face teaching.

Third, the class size of the network classroom should not be too large. More interaction time, longer time is not necessarily better. In addition, attention should be paid to peer interaction outside class. The class size of online teaching should not be too large, and the rotation speed should not be too fast or too slow to ensure that students can feel the attention of teachers and other students, enhance the meaning and participation of the presence, and promote the communication and interaction in class. Synchronous teaching needs to be designed according to course content, course type, and characteristics of student groups. More important than the duration and frequency of the interaction is the manner of the interaction. There is little interaction between students in synchronous online teaching, especially the informal communication after class can only be carried out through carriers such as the WeChat group. The lack of direct face-to-face communication limits peers' effect, which is the most important factor hindering the effectiveness of online teaching.

Fourthly, the technical support of network teaching is helpful to improve the quality of education. The support of technology platforms and network environments is vital in synchronous instruction. A well-operated, user-friendly, and stable technology environment is crucial in improving student learning experience and satisfaction. Because the students participating in this teaching are on-the-job students, the network support degree is high. Still, in the large-scale adoption of the online teaching method, it is necessary to fully consider the students' environment's limitations and appropriate use of an asynchronous and asynchronous combination of methods. In addition, setting up course playback can help students deepen their understanding and make up for the adverse effects brought by the slow speed of online teaching, easy interference in the learning environment, and lack of concentration.

Fifthly, the evaluation of the teaching effect is very complicated. Combining subjective evaluation with the analysis of students' learning behavior can reflect the "problems" in teaching more comprehensively and honestly. In the past face-to-face teaching courses, students' teaching evaluation after the end of the period is often used to evaluate teachers' teaching quality. However, we can find consistency and complementary by analyzing students' online learning behavior and learning satisfaction. The students' overall evaluation of the course is mostly the general subjective feeling related to the teacher's teaching design, teaching content, teaching attitude, etc. It is also closely associated with students' own learning goals, curriculum expectations, learning autonomy and self-discipline, learning habits, and other factors. The students with the highest subjective ratings were not necessarily those who were more motivated and disciplined. These students may have lower satisfaction levels because they have higher expectations for the course and the teacher. Therefore, to fully reflect the teaching effect and learning effect, it can be considered to combine subjective evaluation with objective learning behavior data.

4.2.2Quantitative Data

Table4.9 Satisfaction Questionnaire statistics

Statistics

		occupation	Service attitude.	Teaching effect	Interaction between students	Interaction between teachers and students	Ask for help when you have problems	Teachers' professional level.	Use of software function.	Quality of teaching course.	Ease of operation and accuracy
N	Valid	36	36	36	36	36	36	36	36	36	36
	Missing	0	0	0	0	0	0	0	0	0	0
Mean			3.81	3.31	2.50	2.53	4.67	3.69	3.97	3.42	4.75
Std. Deviation			1.431	1.600	1.577	1.404	.632	1.369	1.276	1.481	.554
Range			4	4	4	4	2	4	4	4	2

In this paper, data were collected from 36 people in the form of a questionnaire survey. Ten specific questions were put forward for online education, and the satisfaction of online education was investigated.

Table4.10 occupation

occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	social person	7	19.4	19.4	19.4
	student	29	80.6	80.6	100.0
	Total	36	100.0	100.0	

There are 36 participants in this questionnaire survey, including seven social persons and 29 students.

Table 4.11 Service attitude

Service attitude.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	5	13.9	13.9	13.9
	Neutral	10	27.8	27.8	41.7
	Satisfied	3	8.3	8.3	50.0
	Very Satisfied	18	50.0	50.0	100.0
	Total	36	100.0	100.0	

We can see from the above table that more than half of the people are satisfied with the service, and the overall satisfaction rate is relatively high.

Table 4.12 Teaching effect

Teaching effect

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	8	22.2	22.2	22.2
	Dissatisfied	3	8.3	8.3	30.6
	Neutral	9	25.0	25.0	55.6
	Satisfied	2	5.6	5.6	61.1
	Very Satisfied	14	38.9	38.9	100.0
	Total	36	100.0	100.0	

In terms of educational effect, the dissatisfied group was higher than the satisfied group, and the teaching effect needed to be improved

Table 4.13 Interaction between students

Interaction between students

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	16	44.4	44.4	44.4
	Dissatisfied	3	8.3	8.3	52.8
	Neutral	6	16.7	16.7	69.4
	Satisfied	5	13.9	13.9	83.3
	Very Satisfied	6	16.7	16.7	100.0
	Total	36	100.0	100.0	

The degree of satisfaction in interaction is insufficient

Table 4.14 Interaction between teachers and students

Interaction between teachers and students

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	11	30.6	30.6	30.6
	Dissatisfied	9	25.0	25.0	55.6
	Neutral	7	19.4	19.4	75.0
	Satisfied	4	11.1	11.1	86.1
	Very Satisfied	5	13.9	13.9	100.0
	Total	36	100.0	100.0	

The degree of satisfaction in interaction is insufficient

Table 4.15 Ask for help when you have problems

Ask for help when you have problems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	3	8.3	8.3	8.3
	Satisfied	6	16.7	16.7	25.0
	Very Satisfied	27	75.0	75.0	100.0
	Total	36	100.0	100.0	

As for the timely answers to the questions, the overall satisfaction is relatively high, and there is no unsatisfactory situation.

Table 4.16 Teachers' professional level

Teachers' professional level.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	3	8.3	8.3	8.3
	Dissatisfied	4	11.1	11.1	19.4
	Neutral	10	27.8	27.8	47.2
	Satisfied	3	8.3	8.3	55.6
	Very Satisfied	16	44.4	44.4	100.0
	Total	36	100.0	100.0	

As for the professional level of teachers, the whole is relatively satisfied, and there are some deficiencies.

Table 4.17 Use of software function

Use of software function.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	3	8.3	8.3	8.3
	Dissatisfied	1	2.8	2.8	11.1
	Neutral	8	22.2	22.2	33.3
	Satisfied	6	16.7	16.7	50.0
	Very Satisfied	18	50.0	50.0	100.0
	Total	36	100.0	100.0	

Most people are satisfied with the use of software functions

Table 4.18 Quality of teaching course

Quality of teaching course.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	6	16.7	16.7	16.7
	Dissatisfied	3	8.3	8.3	25.0
	Neutral	10	27.8	27.8	52.8
	Satisfied	4	11.1	11.1	63.9
	Very Satisfied	13	36.1	36.1	100.0
	Total	36	100.0	100.0	

In terms of Teaching course quality., the dissatisfied group was higher than the satisfied group, and the teaching effect needed to be improved

Table 4.19 Ease of operation and accuracy

Ease of operation and accuracy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	5.6	5.6	5.6
	Satisfied	5	13.9	13.9	19.4
	Very Satisfied	29	80.6	80.6	100.0
	Total	36	100.0	100.0	

Based on the above charts, we can see an apparent lack of satisfaction with the interaction between students and teachers. At the same time, there is still room for improvement in the quality of educational courses and the teaching effect.

4.2.3 SWOT Analysis

SWOT analysis is a kind of analysis based on the internal and external competitive environment and competitive conditions, which list various main internal advantages, disadvantages, and external opportunities and threats closely related to the research object and list various factors through investigations. Match each other to analyze and draw a series of corresponding conclusions, and the conclusions usually have a certain decision-making nature. Using this method, we can conduct a comprehensive, systematic, and accurate study of the situation in which the research object is located and formulate corresponding development strategies, plans, and countermeasures based on the research results. Analyze the application of a development in the online education industry through SWOT analysis, and the results are as follows:

Analysis of Internal Strengths of Online Education

(1) Convenient learning method, the course transcends the limitation of time and space

Compared with traditional online education, online education transcends time and space. The forms of live broadcast and video broadcast make students' learning time more flexible and convenient, liberate students from the classroom, make learning more convenient, and better adapt to the fast-paced lifestyle of modern people. At the same time, the network platform is like an information resource system, which makes resources more systematic, wealthy, and intelligent. Teachers and students can consult relevant materials anywhere and anywhere according to their own needs, which meets the massive demand for education and teaching resources.

(2) Differentiated education and user autonomy and selectivity

Classroom teaching and the traditional education system, online education popularization, the broader the same courses, not only in the same class of the same age, a similar degree of similar background, classmate, but extend to more comprehensive social people, learners in this environment, seek common ground and put aside differences, learn from each other, promote the differentiation development of education. Secondly, for the user itself, it has substantial autonomy and selectivity. Through self-analysis, learners can choose learning content suitable for their growth and improve their knowledge system. Learners of online education vary significantly in age and level of knowledge because online education is aimed at members of the whole society rather than a particular age group.

An object of online education has the characteristics of popularization, it with its flexible teaching methods, for the people of different age, occupation, status, and region, to provide relatively equal participation in learning opportunities and conditions, this way can make them across social, family, economy, time, space and various obstacles, unique learning resources you need.

(3) Pay attention to the social interaction in the teaching process and learning activities

Online education in the "Internet +" social background makes the traditional teaching mode restricted out of the school environment. Popularization and promotion, educators are not only students in the school but also include people from all walks of life. Teaching and learning activities development trend is closely related to society, and the research surface is relatively large scope expansion.

(4) Break through the problem of timeliness of time process

The way of traditional education is simple and straightforward. In general, teachers evaluate students' learning status. Teachers play an unshakable leading role in the whole learning process, and traditional education centers on teachers.

The most critical impact of online education on education is the proposed "flipped classroom" education model, that is, readjusting the time in and out of the classroom and transferring the decision of learning from teachers to students.

Teachers have more time to communicate with each student. Students independently plan the content, pace, style, and way of learning after class; The role of the teacher is to use different methods to meet the needs of the students and promote their personalized learning, and finally let the students, through practice to obtain real education.

(5) It breaks through the adaptive problem in the process of education

In traditional education, the antiquated nature of knowledge is generally recognized as an educational drawback. As soon as a college student comes out of school, 60%-70% of his knowledge is not suitable for the development of society. He was trained out of the "professional counterpart" talent, but he was transferred to the scene of seriousness after entering the community. The main reason is that the curriculum structure is fixed and rigid, and the teaching content cannot be updated in time. Although the students have solid theoretical knowledge, their practical application ability is insufficient.

Compared with traditional education, online education cultivates a talent suitable for the Internet era and sets about developing new skills with high innovation ability and information ability. In practical education, online education based on computer technology provides the means of modern education, broke through the traditional teaching of the restrictions and constraints, expanding the area of information timeliness and knowledge dissemination, increases the information and the types and methods of knowledge to the development of students' creative thinking and innovation ability of provides the fertile soil.

With the flexibility of online education, high-quality resources are highly aggregated, educational information is more transparent, and education quality is better matched. However, offline education still has absolute advantages over online education and is not easy to eliminate. In our view, the future of education, the affirmation will not is a kind of form that can be completed, with the constant progress of the software and hardware foundation and improvement of online education will be a development stage, covering teaching and use of the number, will get a significant ascension. Still, he is no substitute for traditional offline education; both must be joint fusion, promote each other to make progress and development.

2. Analysis of Internal Weaknesses of Online Education

(1) The integration of the Internet and education only exists on the surface

Online education does not have a transparent model. The research and analysis of online platforms in the market can find that the current online education has not produced substantial changes in the educational structure but only attaches the traditional classroom education to the Internet platform. The content is still in a state of superficial combination and internal separation. Such an education model is a mere formality, which is not conducive to long-term development. Therefore, in essence, China's online education is still in its primary stage, and traditional education concepts still occupy the mainstream.

(2) The attendance rate of live broadcast students cannot be guaranteed, and the teaching quality cannot be guaranteed

Lesson from the point of the teaching quality, live and recorded with the combination of mode to study provides excellent convenience. Still, from the perspective of the utilization of the education process, online learning relies mainly on the student's drive, namely own initiative and determination to finish. It is difficult to guarantee in the form of live class attendance, once the learners' learning initiative and enthusiasm, self-control is weaker, the students' time and class time cannot be fully unified and cause accumulation that can't be late course learning, resulting in teaching quality cannot be guaranteed.

(3) Lack of actual interaction and a sense of presence

The most significant characteristic of online education is in the client without any mandatory, students can start or terminate the service at any time, for students is not strong self-control and self-motivation, if there are no exciting courses, or if the interactive platform is not robust, that will not be able to guarantee the students' study effect, for the need to have the result of the arrangement of mandatory guidance industry is very adverse. However, traditional offline education has robust interactivity and coercion, which can ensure the learning effect of users. Students with weak learning self-control are usually inclined to choose offline education. Therefore, the current challenge for online education is how to increase the interaction between students and teachers and enhance users' dependence on the platform to ensure the long-term sustainability of learning. Moreover, children in kindergarten and primary school do not have the subjective initiative in learning. Children at this age are learning and, more importantly, cultivating habits, characters, and values. These are things that online education can't give children.

Although live teaching improves interactivity, it still fails to achieve the sense of teaching reality brought by traditional offline education from long-term education.

3. Analysis of external Opportunities of online education

(1) The golden stage of online education

With the rapid development of the mobile network, online education is gradually shifting to mobile devices. According to China Internet Data Center statistics, in 2020, online education ushered in a large-scale outbreak of practice and growth due to the epidemic situation, and both the market size and the user size showed a counter-trend growth. In 2020, the number of online education users in China will reach 37.65 million, and the market size of online education in China will reach 485.8 billion yuan in 2020. All these data show that the rapid development of "mobile learning" provides a new opportunity for online education. They complement each other and jointly promote each other's growth.

(2) Vigorous support from the "Internet +" strategy and policy

As "Internet +" has become a national key development strategy, all industries have responded positively, accelerated the exchanges and integration of sectors, promoted the optimization, reconstruction, and Innovation of initiatives, and formed a new "Internet +" ecosystem. The construction of a complete industrial system has created a stable platform for further developing online education to realize the multiple deepening development of online education.

4. Analysis of external Threats of online education

(1) Threat of infringement of course resources

Online education mainly adopts the teaching mode of the combination of live broadcast and recording. On the mobile client, video purchasers can directly download the purchased course videos, which provides opportunities for many competitors and criminals to spread malicious information. The frequent occurrence of resource tort acts poses a threat to the platform course resources and product safety.

(2) A mature online education model has not yet been formed

The research found that the current online education is usually equivalent to "education + Internet," and China has not yet formed a systematic and mature online education model with profound influence. In other words, according to the current development situation, the online education mode under the "Internet +" new standard has not brought too many substantial changes to China's education except for the changes in the form.

(3) The relevant policies of the country are not perfect, and there is no unified standard

Since the State Council raised the concept of "Internet +" to the national development strategy in the Government Work Report in 2015, the market size of online education has been further expanded, and the number of users has also significantly increased. According to statistics, the market size of online education will maintain a super high growth rate of 30% in the future. However, high growth trend for the market also brings a lot of pressure; although the government introduced many policies to promote the development of online education, the business model in the market and the sustainable development mode has not a clear standard, some enterprises financing business model, some rely on user scale, which makes the healthy development of online education by more significant challenges, for its further development has brought greater uncertainty.

(4) The use conditions of the technology platform are relatively high, as well as health problems

The high cost of using electronic devices and health concerns are also important factors hindering the growth of online education. Although most students use mobile phones, it is not hard to find that mobile phones are still minimal, the screen is small, long-term use is particularly bad for eyesight, and mobile phones cannot operate too many complex functions. It may be better to use computers for online learning, but the number of students using computers is still limited.

CONCLUSION

Today, the educational innovation mode supported by Internet technology has gradually entered the core field of education and has been given hope. In my opinion, China's distance education should promote Innovation in the following aspects. First of all, the teaching model should be innovated to encourage deep learning and intelligent learning. The teaching model refers to a relatively stable teaching structure and procedure built on a specific theoretical basis to achieve the corresponding teaching objectives (Li Kai, 2019). The changes of teaching elements and their relations affect the teaching structure and then the choice of teaching mode. Purpose, course (content), method, environment, teacher, student, and feedback (evaluation) are the elements of teaching activities (Fang Peng, 2020). The teaching elements and their relations have undergone profound changes in the network learning environment, evident in the course background, teaching methods, and teacher-student concerns. As an element of social form, the Internet constantly exports new content and creates new topics for society (Tang Bo, 2020). Online education is not about learning a specific course but about joining a learning group interested in a particular case and developing learners to change the mode of this topic through the group discussion on this topic and learning the group's contribution of wisdom. Online education teaching mode will know designers, educators, learners, and learning resources constitute an organic whole, not just focus on the shallow batch level of knowledge learning, pay more attention to the knowledge transfer and knowledge creation, make facing critical understanding, information integration, knowledge construction, migration using and problem-solving "deep learning" happened (party should, 2020). Based on modern information technology, distance education in China should construct an intelligent learning environment, design and develop an open teaching content system, adopt flexible and diverse teaching methods and evaluation methods, strengthen the interaction between teachers and learners and between learners, and construct a teaching mode under the context of digital learning.

Secondly, we should innovate and develop online education services to enhance their interaction and flexibility. Guiding Opinions of the State Council on Actively Promoting the "Internet Plus" Action (Guo Fa [2015] No. 40) proposes to "promote the reform of higher education service model." As the starting point and element of the digital reconstruction of the education ecosystem, the Internet promotes the change of the features and their relations in the education system, such as running schools, serving subjects, academic subjects, and educational content, which internally guarantees the possibility of service mode innovation. From the perspective of improving the ecological carrying capacity of the education ecosystem and the internal requirements of openness and flexibility of education, distance education in China is externally required to innovate the service mode to better cope with the challenges of the new normal of economic and social development and the construction of a life-long education system. China distance education should promote service mode innovation to realize the following two aspects: one is along with the Internet connection, cross-border fusion gene in penetration in the field of education, all of the formal education institutions, and informal education institutions and the educational institutions have direct or indirect contact between, in an extensive education ecological system in the network. Distance education in China should break the mode of providing education services independently by a single school or institution, integrate the existing education resources utilizing alliance and cooperation, and take the road of collectivized public service with the support of relevant systems. It is a simple operation of open sharing of resources and mutual recognition of credits. It is a reconstruction of the ecological education system to change the curriculum, students, and teachers: the standard curriculum, students, teachers, and recognized credits. Second, with the development of information technology, knowledge sharing, and dissemination, a collaboration between users is more convenient. From the perspective of knowledge production, presents the network information technology in the realization of knowledge at the same time, through the user's evaluation, share the organic organization of knowledge, to realize the deepening and Innovation of understanding, resulting in new content, the role of users in the network is more prominent and more oversized, has recognized from the browse information spread. One-way accepted to contribute knowledge and scope: from the interactivity, Information technology strengthens the collaboration among users, enabling learners in the network environment to complete learning tasks and collaborate with various interactive tools. As a result, China distance education mode based on Internet knowledge authority of deconstruction, the theories of language and Unicom advocated learning situation, let the learners fully participate in the process of teaching and learning, establish a mutual and grassroots service mode of the grassroots, make a cut - into the knowledge of good and services can be in education of ecological system.

The most important thing is to perfect the relevant system and build the national education accreditation system with the qualification framework as the core. In the Internet era, China's distance education needs to promote the Innovation of service mode and teaching mode, build a lifelong education system, and serve the new development of economic and social standards. However, with the increase of the tension and internal relevance of China's education reform and the rise in the complexity and systematization of the reform, it isn't easy to promote the reform in a single aspect substantively. Educational Innovation can only be carried out under the support of relevant supporting policies and systems. The development of education should cooperate with the invention of teaching mode and service mode to give full play to education in the new era. China's distance education should promote the reform and improvement of the enrollment examination system, the teaching management system, the student status management system, the quality assurance system, and the credit accumulation and conversion system. Among many institutional explorations in constructing a lifelong learning system and a talent growth system, learning achievement certification, expansion, and transformation is a fundamental and guiding system (Wang Haidong, 2015). From international and regional experience, Britain, Australia, South Africa, and China's Hong Kong more than 150 countries and regions have established or are a qualifications framework of countries or areas, solve the grading, classification, registration, distribution, and other issues, establish learning outcomes at various levels and of cohesion and communication mechanism, will be the national of formal education and informal education into the framework. However, the system construction of China's lifelong education system starts from constructing the internal learning achievement certification system of each design, ignoring the more basic system construction (Zhao Xiaofeng, 2020). The absence of the basic outline of the qualification framework makes the system of learning achievement, accumulation, and conversion in China lack the support of the primary system. As a result, relevant practical exploration in China can only be limited to a specific region, a single field, or the system, which has become the biggest institutional bottleneck for China to build a lifelong education system and a learning society. Therefore, it is necessary to accelerate the formulation of the qualification framework system in China.

The development of the Qualifications Framework is a government-led national initiative, and it is a long-term process. Relevant legal systems and quality assurance systems are also needed in the process of building the Qualifications Framework. Although Shanghai, Fujian, Hebei, Taiyuan, Ningbo, and other regions in China have formulated regional life-long education promotion regulations, the legislation work of life-long education at the national level is relatively backward, which will affect the application and implementation process of the qualification framework in China. It is necessary to accelerate the national legislation work of life-long education. Mutual recognition of various educational experiences is guaranteed by the primary system and needs mutual recognition of the quality of multiple types of instruction (Li Kai, 2019). Education quality assurance system is a critical system design for implementing learning achievement certification, accumulation, and conversion, but China has not yet established a national-level education quality assurance system. The quality assurance system ensures that the educational activities meet the standards internally and ensures that the institutions can provide qualified educational services and obtain external recognition of quality. Therefore, the national academic, administrative department should speed up the construction of China's education quality assurance system, especially the formulation of quality assurance standards, and according to the actual national conditions to establish our country's quality assurance mechanism as soon as possible to establish and improve the quality assurance system.

While we try to put forward the Suggestions for the development of Internet strategy under the background of China distance education, but along with the advance of technology, especially with the continuous development of the Internet, the Internet to promote education reform also has a different path selection, different education field, the types and different areas only combining with the exploration and attempt to carry out all its own actively, Only in this way can we explore the practice of education reform and development under the environment of Internet of Things.

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THE DESIGN AND IMPLEMENTATION OF THE MARKETING PLAN FOR NEW CHINA LIFE INSURANCE'S "HEALTH AND WORRY-FREE" SERIES OF PRODUCTS.

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ABSTRACT

From the long-term development of the insurance industry can understand that the insurance network marketing in China has a larger development prospects in nearly a decade of development, although sometimes the results are not very satisfactory, but the development of insurance network marketing is still in the primary development stage.

In this paper, in the discussion of New China Life Insurance "health and worry-free" series of products, for example, mainly on the characteristics of network marketing and the use of business promotion model. By comparing the domestic and foreign specific situations of insurance marketing, the article also introduces the theoretical framework of innovation diffusion, and explores the inherent characteristics of network marketing. Through the exploration of the characteristics of network marketing, Insurance marketing strategy, analysis of New China Life insurance network marketing model analysis, comprehensively consider the current impact of network marketing factors, to develop the corresponding overall marketing strategy, and then New China Life insurance network marketing program design, through the handheld New China Life APP, WeChat, Industry cooperation program design, New China Life insurance from the business process to the system products to conduct a comprehensive adjustment and new marketing program design. Through the implementation of the New China Life insurance program to achieve functional program. Finally, from the online store, handheld New China Life APP and WeChat public account data analysis.

In the study were aware of the different marketing methods have their advantages and disadvantages, so in the course of the need for specific problems to solve, requires the use of the process of driving the development of a comprehensive network marketing. The current network marketing in the relevant rules and regulations and the law is not perfect, and thus need to combine the current development of fresh elements, and network development of new media or website channels complement each other, through various channels show that China is currently not very seriously on the insurance industry, Therefore, the number of people who adopt the website insurance is less, and the people who can have insurance consciousness mainly focus on the middle-income and highly educated people in the city. The rural people have little awareness of this, so in the long-term development, our country can participate in insurance Is still very objective, in the case of rapid economic growth in China, the gradual popularization of the Internet, civic awareness has gradually increased, showing the trend of flattening the age and increase the development of insurance network marketing.

Keywords: New China Life insurance, Insurance marketing, Internet marketing, marketing programs, program design.

INTRODUCTION

In recent years, a series of e-commerce companies such as Taobao Shopping and JD Shopping have developed rapidly, which has increased the scale of online shopping for citizens and added many new channels for online shopping. The proportion of shopping consumption has been increasing year by year, an increase of a quarter compared to 2016. It can be seen that the number of online shopping users will continue to grow at a high speed in the next few years, and the development of the Internet will become more diversified and gradually occupy an important position. With the development of the Internet, all walks of life are merging with the Internet. Among them, the insurance industry is relatively slow in the development of the Internet, and there is a very broad prospect for development in the future. In recent years, as the entire industry has entered the online development stage, insurance companies are also undergoing continuous updates and integration, and online insurance marketing channels are showing a trend of rapid development.

The rapid development of the Internet has laid a solid foundation for the insurance industry to get involved in online sales. With the promising development prospects of policy support, the improvement of people’s living standards and the increasing insurance awareness of my country’s insurance industry, market competition is also intensifying, in order to reduce operational management. The insurance industry needs to find a new breakthrough to solve a series of practical problems, because of this, it needs a stable marketing platform, fast payment method, simple and easy to understand. Insurance protection to solve these main contradictions. Therefore, it provides a huge opportunity and motivation for the insurance industry of the Internet marketing model, promotes the integration of the insurance industry and the Internet, and ensures the rapid progress of the insurance industry.Therefore, this article conducts a comprehensive analysis and research on New China Life Insurance Company through a comprehensive analysis of network marketing phenomena, combined with insurance marketing theories and methods, in order to provide a certain reference and reference for the marketing and development of insurance companies in my country.

LITERATURE REVIEW

2.1 Status Quo of the Internet Marketing Market

In 2018, the scale of Internet insurance business continued to grow substantially. At the end of 2018, 85 insurance companies launched Internet insurance, an increase of 26 from the previous year. Among them, 58 were Chinese-funded companies and 27 were foreign-funded companies. A year-on-year increase of 195%. The proportion of total premium income increased from 1.7% in 2017 to 4.2% in 2018; the contribution rate to the industry-wide premium growth reached 18.9%, an increase of 8.2 percentage points from 2017. Between 2015 and 2018, the scale of Internet channel premiums increased by 26 times, which has become an important factor driving premium growth.

2.2 Analysis of Internet Marketing Mode

2.2.1 Internet marketing strategy

1. Insurance network marketing strategy
2. Insurance network marketing product promotion
3. Insurance network marketing strategy
4. Information release strategy of insurance online marketing

2.2.2 Analysis of Internet Marketing Environment

1. Socio-economic environment
2. Technical environment
3. Industry competitive environment

2.3 4P theoretical insurance marketing analysis

2.3.1 Theoretical concepts

The Marketing Theory of 4Ps (English: The Marketing Theory of 4Ps) was born in the United States in the 1960s and emerged with the introduction of the marketing mix theory. In 1953, Neil Boden coined the term marketing mix in his inaugural speech at the American Marketing Association, which means that market demand is more or less affected by the so-called marketing variables or The influence of marketing elements. In order to seek a certain market response, companies must effectively combine these elements to meet market demand and maximize profits.

4Ps marketing theory actually studies marketing issues from the perspective of management decision-making. From the perspective of management decision-making, various factors that affect corporate marketing activities can be divided into two categories: One is the uncontrollable factors of the enterprise, that is, the market that the marketer cannot control. The marketing environment includes micro-environment and macro-environment; the second is controllable factors, that is, the products, trademarks, brands, prices, advertisements, channels, etc. that marketers can control themselves, and 4Ps is a summary of various controllable factors:

Product Strategy (Product Strategy) mainly refers to the way that companies achieve their marketing goals by providing a variety of tangible and intangible products suitable for consumer needs to the target market. This includes the combination and application of controllable factors such as varieties, specifications, styles, quality, packaging, characteristics, trademarks, brands, and various service measures related to products.

Pricing Strategy mainly refers to the way that companies achieve their marketing goals by setting prices and changing prices in accordance with market rules, including basic prices, discount prices, allowances, payment terms, commercial credit and various A combination and application of controllable factors such as pricing methods and pricing techniques.

Placing strategy mainly refers to the way that companies choose distribution channels and organize the physical circulation of commodities to achieve their marketing goals, including the coverage of channels related to distribution, commodity circulation links, intermediaries, outlets, and Combination and application of controllable factors such as storage and transportation.

Promotion strategy (Promoting Strategy) mainly refers to the use of various information dissemination methods to stimulate consumers' desire to buy and promote product sales to achieve their marketing goals, including promotion-related advertising, personnel sales, and business promotion. The combination and application of controllable factors such as public relations.

The combination of these four marketing strategies is usually called "4P’s" because the first letter of English is "P".

2.3.2 Status Quo of Marketing Strategies of Insurance Companies in my country

2.4 The marketing status of New China Life Insurance

2.4.1 Single type of insurance

2.4.2 Marketing channels are too narrow

2.4.3 The product system is not perfect

2.4.4 Insufficient brand awareness

2.5 Analysis of the problems encountered by New China Life Insurance

2.5.1 Marketing product analysis

1. Product factors
2. Brand factor
3. Market factors

2.5.2 Analysis of Marketing Target

1. Analysis of customer groups
2. Improve customer trust

2.5.3 Analysis of Marketing Strategy

With the gradual development of society, people's social life has also undergone new changes and developments. Therefore, customer needs should gradually shift from paying attention to the price and function of insurance to the added value of products and services. Therefore, facing this form, it is necessary to understand the current status of the insurance market, and to predict and develop the insurance market from disease conditions, and to develop potential markets while understanding customer preferences and needs. This is the premise and basis for increasing the development of insurance products. Therefore, the main guiding group for designing insurance types is users. Through marketing, product design is made more distinct, avoiding excessive subjective assumptions, blindly following social development hotspots, and producing more marketable products based on the development of different consumer groups, allowing customers Satisfaction is higher. Due to the combination and diversity of insurance types, it is necessary to increase the added value of products and increase the sales scope of products.

2.5.4 Quality Analysis of Marketing Staff

Managers should constantly improve and enrich themselves, constantly learn advanced management knowledge, have the ability to solve various problems, understand the current situation of the enterprise in time, solve problems for customers, and formulate the most perfect development plan. Sales staff constantly cultivate professional ethics and abilities, and improve their professional qualities and marketing skills.

2.5.5 Investigation report analysis

2.6 New China Life Insurance's marketing strategies

(1) Improve the product system and develop marketable products

(2) Improve marketing channels and promote the diversified development of marketing channels

(3) Strengthen internal management and train high-quality insurance practitioners

(4) Optimize promotion strategy and enhance brand image

RESEARCH METHODOLOGY

The research in this chapter mainly uses three research methods:

1. Literature analysis method: Find relevant works and books on internet marketing and insurance marketing through internet resources, and summarize, summarize and analyze the relevant content, and then start the research work of this article.

2. Case analysis method: through the topic of this article, New China Life Health Insurance Marketing Company conducts specific analysis and research, analyzes scientific theories and viewpoints to obtain marketing concepts, and conducts detailed analysis through specific examples throughout the analysis process to fully analyze marketing methods To increase the persuasiveness of marketing methods

3. Empirical analysis method: This article mainly analyzes the marketing status of New China Life Insurance Company and the existing problems in marketing, and on this basis, discusses the feasibility of network marketing and the design of specific network marketing programs.

3.1 The overall marketing design plan of New China Life Insurance's online marketing

New China Life Insurance’s marketing plan is proposed in response to the problems summarized by the industry market analysis. In general, New China Life Insurance’s marketing plan is designed as follows.

1. In response to the low market awareness of New China Life Insurance, this plan proposes to promote the platform to organizers with real needs through the operation of the website, APP, WeChat public platform, etc.;

2. In combination with the above promotion methods, launch the establishment of online platforms, sales platforms and payment platforms and other online shopping malls to actively attract customers' attention and recognition;

3. Expand publicity through WeChat and APP to increase users’ awareness of New China Life Insurance,

4. Cooperate with well-known and influential enterprises, tailor large-scale event services for them, and provide enterprises with high-quality services;

5. Promote the advantages and products of New China Life Insurance through insurance product promotion conferences and undertaking various activities.

The design of New China Life Insurance's overall marketing plan mainly includes the addition of insurance products, the integration of media resources, and the expansion of popularity. The promotion of each activity inside and outside the station involves the expansion of New China Life Insurance's distribution channels and cooperation with inside and outside the industry. The marketing plan will be elaborated below.

3.2 Channel marketing strategy design

3.3 Online shopping mall marketing plan design

3.4 Handheld New China Life APP marketing plan design

3.5 WeChat marketing plan design

3.6 Industry cooperation solution design

This chapter first mainly analyzes the needs of users, and then designs the marketing plan of New China Life Health Insurance, based on various plans such as online store, WeChat marketing, and handheld APP marketing, and designs the network marketing model of New China Life Insurance System, and finally realizes New China Life Insurance network marketing mode.

4. The effect and data analysis of New China Life Insurance’s online marketing plan

4.1 Analysis of New China Life Insurance Customer Data

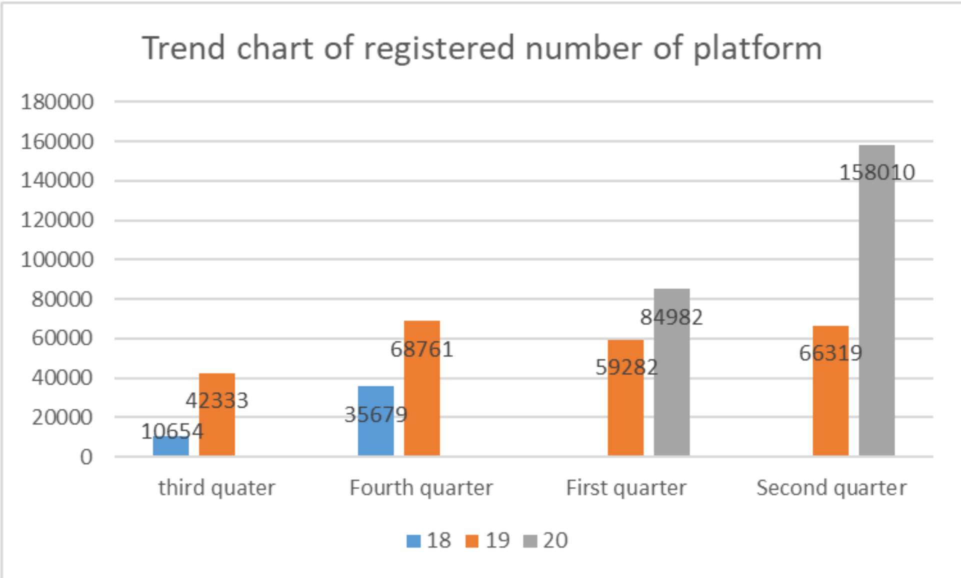
4.2 The effect of New China Life Insurance’s online marketing promotion

New China Life Insurance’s online marketing is more individualized by integrating media resources and optimizing its own functional design. The functions used to cooperate with channel resources for activities have been adjusted in position, so that New China Life Insurance’s interface can fully display the functions and use it. More convenient. The promotion channels mainly choose online shopping malls, Baidu promotion, WeChat, APP, etc., which are convenient for topic promotion, which has greatly increased the popularity of New China Life Insurance and has also increased the number of people paying attention to New China Life Insurance.

	Followed customers	**Conversion rate**	**Purchase customer**	**Performance**
Before implementation	4 million	12.60%	500 thousand	560 million
After implementation	5.9 million	16.20%	950 thousand	1.74 billion

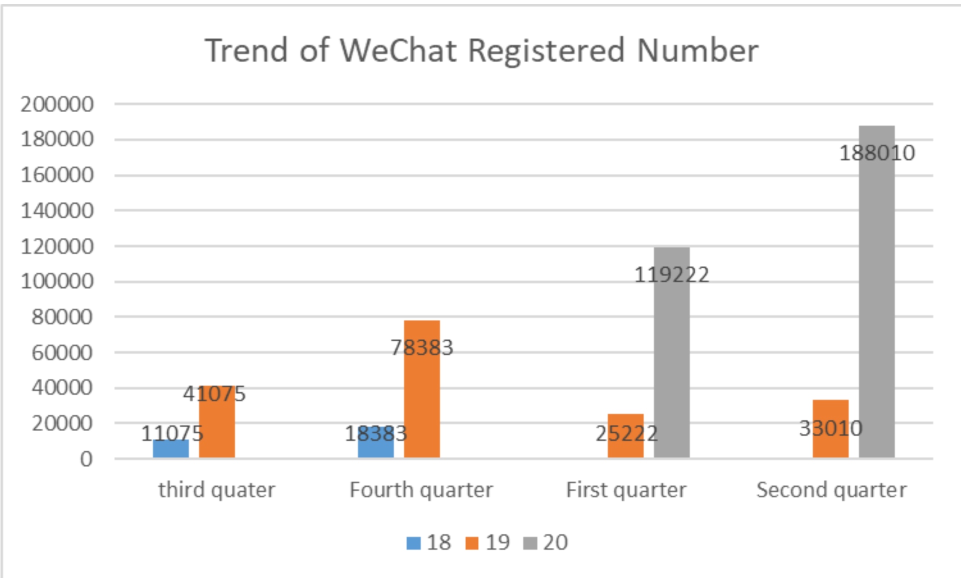
4.2.1 Trends in platform registrations

Selected the third quarter of 2019-the second quarter of 2020, the cumulative registration number trend is shown in the figure. Compared with the third quarter of 2018-the second quarter of 2019, the number of registrations increased by more than 100%. It can be seen from the figure that the marketing plan has achieved With good results, the number of registered users on the platform has increased significantly. After the implementation of the plan, the number of platform users has now exceeded 350,000.



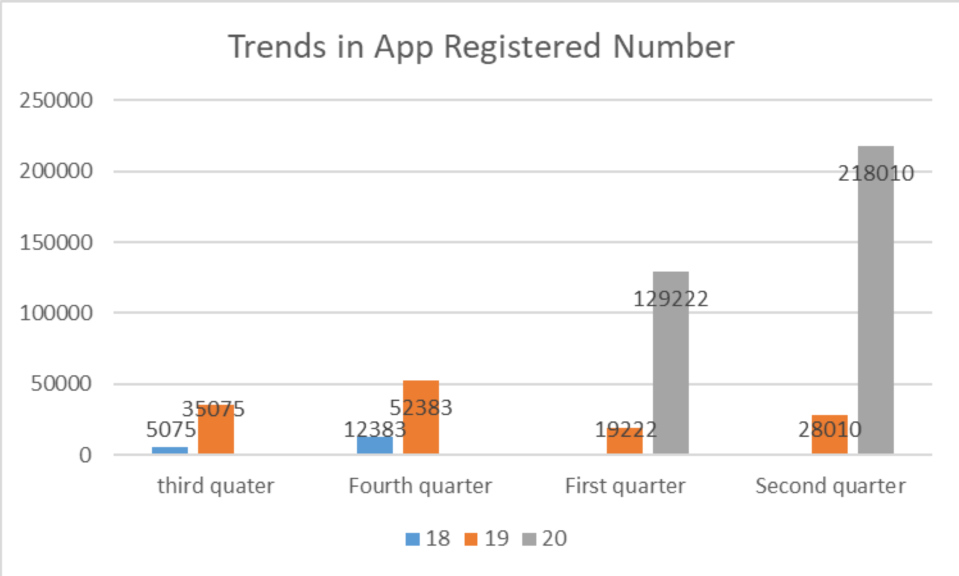
4.2.2 Trend of WeChat Registered Number

For this reason, the registration volume of New China Life Insurance's WeChat platform continues to grow from 2019 to 2020, as shown in the figure below. Compared with the number of WeChat registrations from 2018 to 2019, it has increased by nearly 4 times. After the implementation of the plan, the number of new WeChat registrations has exceeded 400,000 people.



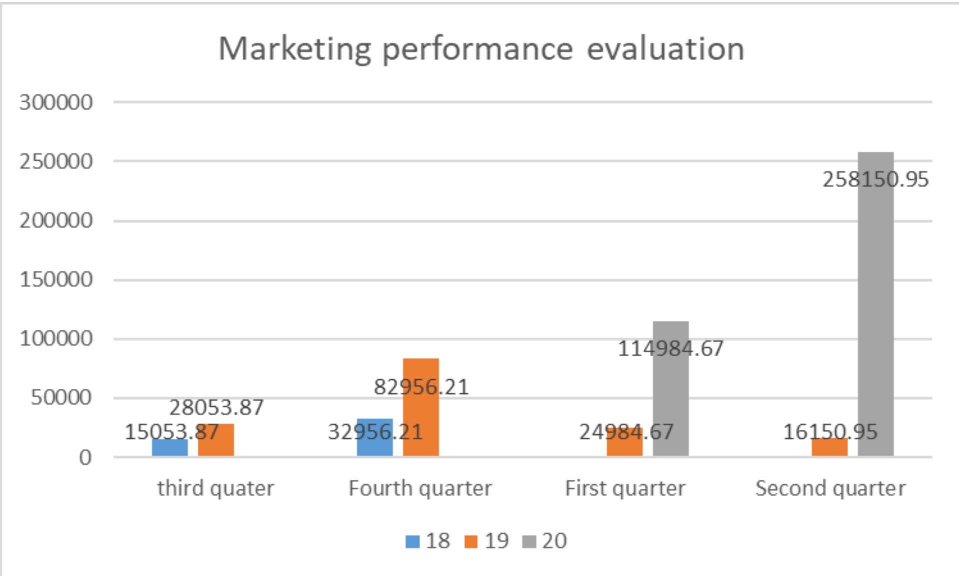
4.2.3 Trends in App Registered Number

The trend chart of APP registered personnel from 2018 to 2019 is shown in the figure. The trend chart of APP registered personnel from 2019 to 20120 is shown in the figure. Compared with last year, the number of APP registrations has increased 10 times.



4.2.4 Marketing performance evaluation

In the second quarter of 2020, the platform's performance increased the most, mainly during the company's traditional promotional season from January to March. During the company's traditional promotional season, the marketing of the health and worry-free insurance series increased its promotional efforts and held multiple online events. The third quarter of 2019-the second quarter of 2020 marketing performance trends are shown in the figure



4.2.5 Effect evaluation of payment methods

The number of online payment platform payment products used by users who have purchased New China Life Health Care Series products in the past year has greatly increased. The original single payment platform has now been optimized into the three major payment channels of Tonglian Payment, China UnionPay and Alipay. It basically covers common domestic bank cards, and supports international credit cards such as Visa and Master.

	channels	**Customer choice**	**Premium income**
Before implementation	Two methods (E-pay, offline transaction)	210 thousand	240 million
After implementation	Three channels, basically covering common banks	875 thousand	166million

4.2.6 Evaluation of industry cooperation effects

New China Life Insurance and the bank carried out precision marketing projects, through the analysis of customer data, more accurately positioned customer targets, pinpointed consumer needs, matched targeted products and services, and achieved a significant increase in the success rate of signing orders and premiums per item. In the past year, the Health Worry-Free series products have cooperated with China Merchants Bank, Postal Savings of China, Citibank, Industrial and Commercial Bank of China, HSBC, Bank of East Asia, Hang Seng Bank and Standard Chartered Bank. A total of 17 products have been exported. Good marketing effect.

	product	**Performance**
Before implementation	4 models	80 million
After implementation	17 models	500 million
increase	325%	525%

CONCLUSION

Global insurance premiums have entered a rapidly increasing form, so the emerging insurance marketing is a new situation of network marketing programs. The rapid development of network marketing can not only promote the development of the insurance industry, but also tend to have advantages in other financial industries. Status, the insurance industry has its own advantages and characteristics, so it needs to be more cautious in the use of networks and information technology. But in fact, many insurance and insurance intermediary agencies need to carry out various types of basic participation based on information technology. Large-scale e-commerce through Internet micro-channels is an important development channel in the future. Many large insurance companies around the world have opened their own websites, which are based on information technology and Internet e-commerce as their main channels. When the global economy began to move towards the process of integration, many large multinational companies emerged, which also established a systematic trend in global network marketing. Many of the world’s larger insurance companies have established network insurance that is consistent with direct insurance content. Business, because the beginning of network business can break the time and geographical restrictions, and the business model opened at the same time tends to be a business operation model, which contains various business opportunities, and many other business opportunities are gradually emerging, such as the more popular travel insurance and short-term accidents. Insurance and auto insurance.

The establishment of network environments in countries such as the United Kingdom, France, and the United States has also established related credit systems and logistics distribution platforms. The advantage of these countries’ development is that the development of related services through websites has a history in the country, and the introduction is more acceptable to the majority of users. However, at present, only young people can accept this type of model in China. Although the overall network marketing of my country's insurance industry started late, it has developed rapidly in the later period and is strong. From 2005 to now, insurance premiums in my country's insurance e-commerce have increased rapidly, but if compared with developed countries, it is still in a catch-up period. Some insurance websites have poor functionality, and the purpose of setting up websites can only be used to promote products. Or provide customers with partial consultations, online complaints and other related peripheral services. Only some large-scale websites that can start with e-commerce platforms can realize online insurance, underwriting, and online payment services. New China Life Insurance ranks among the top three in the insurance industry, but the newly launched network series products still require a lot of manpower and material resources to develop with the help of the emerging media industry. However, e-commerce in my country is still in a complementary position to the traditional insurance industry. As competition in the insurance industry is intensified, it is necessary to find an insurance channel with low experience and low management costs. Insurance companies can use this channel to solve some insurance problems and also It is possible to understand the application of various e-commerce in the development process of foreign insurance network marketing. Strive to build a high-quality insurance network platform, and also take this opportunity to cultivate a group of high-quality talents. This is also one of the best ways to solve the problem. In the process of national independent insurance, my country's dependence on the network needs to be strengthened.

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RESEARCH ON INNOVATIVE MANAGEMENT PATH OF STUDENTS IN HIGHER VOCATIONAL COLLEGES.

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ABSTRACT

Higher vocational colleges are an important educational place to provide professional talents to the society and shoulder the burden of talent export. Therefore, schools must strengthen the management of students and improve the efficiency of management. The management of students is not the responsibility of a single department of the school, but requires the cooperation of various departments to create a better living and learning environment for students and to work together to improve the students' comprehensive quality. Under the influence of many factors, there are many problems in the process of student management in higher vocational colleges, which is not conducive to the all-round development of students. Therefore, the author probes into the innovative ideas of the management path of higher vocational colleges from the problems existing in student management, in order to achieve the purpose of comprehensive quality personnel training by constantly perfecting the innovative management system.

Keywords: Higher vocational colleges，Students，Innovative management

INTRODUCTION

1.1 Background

With the rapid development of society and economy, the demand for comprehensive quality talents in China is increasing. In today's competitive environment, professional and professional talents are more and more popular with enterprises, so higher vocational education has become an important part of our education industry. Higher vocational colleges should not only pay attention to educational administration, but also take student management as the key work of daily management. At the same time, higher vocational colleges should constantly innovate the management path of students and perfect the innovation system in order to achieve the goal of providing more high-quality talents for the society.

2. Practical Problems in Student Management in Higher Vocational Colleges

2.1 Failure to uphold the concept of "life-based" education

Although in order to achieve the purpose of effectively restricting students and standardizing management, higher vocational colleges are constantly summing up their experience in running schools and setting up various rules and regulations for student management in combination with their own conditions, it is obvious that the management system alone can not achieve the expected management results. From the practical point of view, the characteristics of students in higher vocational colleges are more distinct than ordinary college students. Although they have the advantages of good communication, active thinking and willingness to explore, they also have the disadvantages of weak basic knowledge, poor self-control and obvious personality. Based on the above characteristics of students in higher vocational colleges, the management system based on experience in higher vocational colleges does not accord with the concept of student-oriented education management, and does not consider the characteristics of students, the degree of acceptance of students and the vital interests of students' growth, so students are prone to psychological resistance. Therefore, when establishing the student management system in higher vocational colleges, we should strengthen the pertinence, especially adhere to the "student-oriented" management concept.

2.2 Do not attach importance to the ideological education of students

From the management process of higher vocational colleges, schools pay more attention to the teaching and management of students' theory and vocational skills, and put ideological education in an optional position. The evaluation of students in schools focuses on the assessment of theoretical knowledge and skills, while ideological education is not within the scope of assessment. This kind of excessive attention to theoretical knowledge and professional skills and neglect of ideological and political education in higher vocational colleges will cause students' ideological level to be worrying, which makes the society question the ideological situation of higher vocational students. Many higher vocational students are the first time away from their parents and parents to go out to study, it is easy because they do not adapt to the new campus environment resulting in psychological problems, coupled with the lack of ideological education in schools, students tired of learning, abandon learning psychology will lead to its more difficult to manage.In addition to not paying enough attention to students' ideological education, higher vocational colleges also need to improve the scientific nature of their education and management methods.

2.3 Mentor management responsibilities need to be enhanced

Counselors are the actual managers and leaders of a class of students, but also the executors of school decrees, which play an important role in the management process of students. Whether the management orientation is accurate or not, whether the management idea is innovative or not, is directly related to the effectiveness of student management education. The distinctive characteristics of higher vocational students bring greater challenges to the management of counselors in higher vocational colleges. Moreover, many counselors in higher vocational colleges focus their work on the daily affairs of students' classroom teaching, evaluation and award, and ignore the excavation of management depth. Counselors have the dual responsibility of educating people and guiding them. Therefore, in order to give full play to their value, counselors should do a good job of accurate positioning, strengthen the responsibility of managers, innovate working methods, be students' guides, and help students establish self-management consciousness. Instead of discipline.

2.4 Management forms and methods do not meet management requirements

Student management system is a dynamic balance system. When a certain factor in the management system changes, the management form and method should be adjusted accordingly. Specifically, in order to achieve the management goal, the management workers in higher vocational colleges should adjust the management goal, form and method according to the actual situation of the school, the students and the social management requirements, so as to adapt to the new normal of management. However, higher vocational colleges lack scientific and standardized management means, and mainly rule by people, which not only increases the difficulty of school management, but also makes students really convinced, and the efficiency of management can be imagined naturally.

2.5 Lack of communication management for student practice

Improving students' practical skills is an important teaching goal in higher vocational colleges. Entering practice units is an important form for higher vocational students to combine abstract knowledge and practice. Therefore, many higher vocational colleges will cooperate with related enterprises to improve students' comprehensive quality in the process of practice.

But many higher vocational colleges think that the management of students only exists in the school, so in the process of students going out to practice, the school lacks the communication with the practice unit, and knows nothing about the actual practice of the students. Not to mention the employment guidance management. Due to the lack of communication between the school and the practice unit and the lack of supervision and management of the students, the active initiative of the students in practice becomes worse, and it is difficult to complete the expected practice effect in order to deal with the situation. In addition, the lack of communication between higher vocational colleges and practice units will also lead to their lack of understanding of the actual employment needs and employment situation of the society, thus unable to guide students to grow into the talents needed by the society and bring adverse effects on their future employment.

3. Practical Problems in Student Management in Higher Vocational Colleges

The Innovation Management Path of Higher Vocational College Students.

With the popularization of higher education, more and more students enter the entrance of ordinary colleges and universities. Under the influence of traditional ideas, the students' cultural literacy and self-control in higher vocational colleges seem to be inferior to those in ordinary colleges and universities. Therefore, the management of students in higher vocational colleges is a systematic and complex long-term project, which must be improved through continuous innovation.

3.1 Adhere to the "life-oriented, living service" management philosophy

Scientific and effective management should be humanized management, that is, the emphasis of management should be changed from the school itself to the characteristics and interests of students, so as to achieve the comprehensive quality of students through management. In order to respond to the call of national quality education, higher vocational colleges should also adhere to the management concept of "student-oriented, living service" and carry out management work from students. In the process of student management in higher vocational colleges ," student-oriented "still stays at the institutional level, but does not really implement to the ideological and operational level. In order to innovate the path of student management, higher vocational colleges should fully respect the characteristics of higher vocational students and serve students from the reality of student management. Therefore, from the practical point of view of management, higher vocational colleges can set up as many channels of communication with students as possible (such as establishing school or class WeChat group), and establish good interactive relations with students. In order to grasp the characteristics and demands of students in time, formulate scientific and effective student management plan and work plan. In the actual student management work, higher vocational colleges should start from the actual problems of student management, in order to meet the needs of students, through the construction of harmonious management relationship between schools and students to change management into service, so that students' personality can be displayed and carried forward. For example, change the word "strictly prohibited" and "eliminated" to "warm hint ".

3.2 Strengthen the management of ideological education

The management of students in higher vocational colleges is not the one-way management of students, but the effective management of schools on the basis of two-way communication with students. And the management is not only the behavior of students, but also the thinking of students. Therefore, we should increase the class hours of ideological education and increase the proportion of ideological education curriculum assessment. The school can find the students' psychological and ideological problems in time through communication and communication, and help the students to set up the correct ideological values so that they can better cooperate with the management of the school. For example, schools can use modern information technology to set up forums or "tree holes" to understand students' mental health status in real time under the premise of protecting students' privacy, and to dissuade their bad behavior; at the same time, they can also regularly select outstanding model soldiers. Give awards to outstanding students.

3.3 Give full play to the management role of counsellors and student cadres

In order to improve the efficiency of student management effectively, higher vocational colleges should build a student management team with excellent management ability and management level. From the important role of student management-counsel, higher vocational colleges should provide them with regular training and learning opportunities to improve their management ability. In order to ensure the training effect, higher vocational colleges must first do a good job of training research, clearly understand the difficulties of counselors in student management and real training needs, in order to formulate more accurate training plan; then according to the training plan, Use online teaching and offline lectures. From the basic group of student management-student cadres, higher vocational colleges can appropriately delegate power, give student cadres certain management authority, in order to arouse their management enthusiasm and give full play to the leading role of student cadres. The management of students in higher vocational colleges is controlled from the macro level, and the efficiency and level of student management can be improved through the expansion of the contingent of student cadres and the cultivation of comprehensive quality, and the management of students can be realized from the micro level.

3.4 Promotion of the Rule of Law Management Concept for Student Management

Many higher vocational colleges are set up from the long time and strong technical secondary schools, so the traditional conservative moral education and man-made management concept is still continued in higher vocational colleges, and the concept of rule of law is still relatively weak. This is mainly reflected in the following two aspects: first, the school lacks the rules and regulations related to student management, which can not meet the actual needs of student management; second, the ability of student management personnel to manage according to law is insufficient, and the execution ability of landing is poor. Therefore, higher vocational colleges must strengthen the compilation of management system and the legal education of student managers. Specifically, schools can set up legal courses related to school reality and students' reality, at the same time, the curriculum forms must be diverse, so that student managers understand the necessity and importance of rule of law management; It can also supplement students' rule of law education content through board newspaper, campus broadcast and so on, so as to improve students' participation enthusiasm in order to obtain better educational effect.

3.5 Extension of the student management front

The management of students in higher vocational colleges should not be limited to the campus, but should be carried out throughout the study period, because the ultimate purpose of higher vocational education is to train students into comprehensive quality talents needed by the society. Therefore, higher vocational colleges should strengthen their management consciousness, give full play to the link between students and practice units, and enhance the width and depth of student management. From the practical management level, higher vocational colleges can increase communication with practice units, invite talents with excellent professional knowledge and good professional skills to come into the campus to provide employment guidance for students, and schools can also show their own educational ideas to enterprises.

SUMMARY

To sum up, higher vocational colleges still face many problems in the process of student management. In order to improve management efficiency and achieve the goal of providing more professionals for the society, higher vocational colleges must take student development as the center. Constantly change the management concept and management mode,Enhance the efficiency and quality of student management, and promote the enthusiasm of student management explore the innovative path of student management.

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RESEARCH ON THE EDUCATIONAL REFORM OF GARDEN SPECIALTY IN YUNNAN URBAN CONSTRUCTION VOCATIONAL COLLEGE.

WENJING MA

ABSTRACT

In recent years, with the rapid social and economic development, urban ecological environment people are increasingly high requirements, thus contributing to the increasing number of landscape engineering, social demand for professionals in the growing garden. So learning garden professional passion is aroused, many vocational colleges realize gardens professional development prospects and huge market potential, in order to cultivate high-level, highly skilled professionals gardens have also opened a garden professional to meet development and the needs of society. However, due to the late start of Landscape Architecture, the lack of major college teaching experience, but blind gardens open enrollment courses leading to teachers with inadequate level of uneven quality of teachers and students, teaching quality degradation and other issues. These problems not only restrict the development of university education in the garden, but also to the future career path of Landscape Architecture students, and our survival and development of professional garden.

Therefore, this paper depth studies on shortcomings of aspects of professional training colleges in China Landscape in the overall education system, teaching staff, curriculum, teaching conditions, etc. Author Yunnan City College as a key study, based on the introduction of garden art and landscape professional education development on the status of the current landscape of professional education are analyzed and discussed, and the school garden professional teachers, students and employers unit conducted a questionnaire survey to find out the problems in education, combined with the actual school reform measures proposed feasibility of teaching, improve the education system landscape Architecture.

This study is designed to Yunnan Garden City College Teaching professional research, put forward feasible suggestions for the school garden healthy professional development, but also put forward the theory and draw observations for our institutions of higher learning gardens Teaching Reform and Development.

Yunnan Urban Construction Vocational College Teaching Garden Problems follows:

(1)Training targeting inaccurate, curriculum unreasonable;
(2) Theory and practice have been divorced;
(3) Single teaching method;
(4) Teachers can not meet the needs of the training program;
(5) Selection of materials practicality is not high;

To address the above problem, a targeted strategy mainly concludes:

(1) Clear training objectives, and improve the curriculum system;
(2) Schools should strengthen practice teaching;
(3) Teachers should use multiple teaching methods to stimulate student interest in learning;
(4) Landscape Architecture with high-quality teachers;
(5) Vocational preparation of unique landscape professional teaching;

Keywords: Landscape Architecture; teaching reform; research

INTRODUCTION

1.1 Basis of proposition

With the rapid development of the global economy and the wide application of science and technology in various fields of society, people's living standards and quality of life have been rising, but also promote the rapid development of China's urban and rural modernization. To the prosperity of the real estate industry also led to the development of new residential areas and urban multi-type park construction, the state vigorously support cultural tourism industry for the rise of cultural tourism and leisure entertainment industry in China also played their part, coupled with the national increase to the attention of the people's livelihood infrastructure construction and gradually improve the people environmental protection consciousness, promote the rapid development of China's landscape industry. As people pay more and more attention to the beautification of the living environment and the improvement of supporting facilities, the derived garden projects are more and more, and the demand for talents in the field of landscape architecture is increasing. The knowledge and skill level and comprehensive quality of professionals in the field of landscape architecture should also be continuously improved to meet the needs of the society. Therefore, in order to cultivate a large number of highly skilled and high-level professionals in landscape architecture, universities have opened landscape architecture and related majors to adapt to social development.

At present, various types of institutions of higher learning in China botanical garden specialized curriculum construction has achieved certain success, so to speak, but due to the blind expansion of school and follow, some loopholes and defects in the process of education also gradually revealed: school education, teachers with insufficient, inadequate teachers lack of professional experience in education, teaching conditions, backward, old teaching mode, teaching level, no breakthrough, etc. These problems restrict the development of landscape education in colleges and universities in China. If the reform is not carried out in time, it will seriously hinder the construction and development of landscape education in China. Under this background, this article through to the urban construction in yunnan education and professional education status of vocational college, the future development model, analyzing the existing problems, and put forward in this reference opinions, hope for the rest of the university landscape professional education reform and construction to provide reference, improve teaching efficiency and quality.

1.2 Purpose and significance of this study

Teaching reform in colleges and universities has been carried out for more than 10 years. In order to better meet the needs of the society, colleges and universities have carried out a new reform on the traditional backward teaching syllabus, and promulgated and implemented a new teaching syllabus-Curriculum Standards for Landscape Architecture Speciality. The new curriculum reform not only injects new ideas and vitality into the landscape education in higher vocational colleges, but also puts forward higher requirements for landscape teachers. Has Yunnan Urban Construction Vocational College actively responded to the call of the new curriculum reform in its curriculum setting, carried out corresponding reform on the landscape education of the college to meet the needs of the basic education curriculum reform, and aimed at cultivating high-quality teachers of landscape education? , therefore, it is necessary for yunnan college of urban construction and landscape garden specialty curriculum present situation investigation, find out the two junctions, which makes both in personnel training and the demand, content, method, means and course selection has certain practical significance, at the same time, the new curriculum reform under the background of the urban construction vocational college of yunnan garden specialty curriculum present situation and countermeasure research, for other areas in China related majors in higher vocational college's education reform also provides valuable experience and theoretical basis.

LITERATURE REVIEW

2.1 Definition of relevant concepts

2.1.1 Definition of the concept of landscape architecture

The interpretation of the word garden is: "in a certain area, the use of engineering technology and artistic means, by transforming the terrain (or further building mountains, stones, water), planting trees and flowers, building buildings and layout of garden roads and other ways to create a pleasant natural environment and tourism leisure place.

In the study of this paper, the specialty of landscape architecture refers to the professional education of mastering the knowledge and skills in the field of landscape architecture and being able to apply them in specific practice.

2.1.2 Higher vocational education

Higher vocational education is an important part of higher education in China. It is a special education that trains senior practical technical and managerial talents for production, construction, management and service on the basis of high school or equivalent high school educational level. Careful analysis of the definition, including five aspects of the elements: one is the cultural foundation of the educated is high school or equivalent to high school education level; Second, the level of education is higher education, which cultivates senior talents. Thirdly, the talents trained are those who serve the first line of economic construction. Fourthly, the cultivated talents belong to practical technical talents; Fifth, the form of education is specialized education.

2.1.3 Definition of teaching reform

In the modern Chinese dictionary, the word "reform" is understood as: to change the old unreasonable part of things into a new part that can adapt to the objective situation through processing and integration.

Teaching is a complex system engineering, which consists of a variety of factors, each of which is interrelated and affects the overall development. These factors not only restrict each other but also are related to each other in the whole teaching system. Careful analysis of these factors, roughly include such as: students, teachers, teaching methods, teaching content, teaching media, etc. Therefore, the scope of teaching reform includes all aspects of the teaching field, that is to say, every element in the process of teaching activities is affected. No matter any element is reformed, it belongs to the category of teaching reform. The research on the teaching reform of landscape architecture in higher vocational colleges mainly discusses the teaching method, teaching content, curriculum setting and teacher allocation.

2.2 Research status and development trend

2.2.1 Research on Cultivation Objectives of Landscape Architecture in Specialized Colleges in China

Training goal is the starting point of the course, around this starting point, in order to achieve twice the result with half the effort. Training objectives are often closely related to the needs of the society, the discussion of curriculum must first clear the orientation of talent training objectives, there are clear training objectives, it is possible to further determine and optimize the curriculum system. The curriculum setting of landscape architecture major in colleges and universities is based on the teaching plan or curriculum plan issued by the state at different time periods.

In recent years, with the accelerated process of urban planning and the gradual expansion of the area of green space construction, AuTO-CAD has been widely used in various design fields such as garden planning and design drawings, and has been accepted and recognized by more students. According to the requirements of social development, the students trained by higher vocational colleges should belong to the high-skill applied talents who are competent for the work in a certain field. Therefore, CAD should be used reasonably and flexibly in teaching. Students should apply what they have learned and combine theory with practice so as to improve the ability of students to use computer aided drawing.

With the development of higher vocational education and modern science and technology, the degree of informatization of landscape architecture major in higher vocational colleges is getting higher and higher. Many domestic scholars have conducted beneficial discussions on the application of modern information technology in the teaching reform of landscape architecture major in higher vocational colleges. Shang Guangheng in the garden education in higher vocational colleges countermeasures, improve the level of modern education technology application in the article in the garden specialty in higher vocational schools of modern education technology is not high reason is analyzed, and according to these reasons put forward targeted Suggestions: strengthen the basic theory of modern education technology, cultivating teachers ability to use modern education technology, cultivating the modern education technology applied to landscape professional practical ability of teaching reform, etc. In On the Application of Modern Educational Technology in the Teaching of Landscape Architecture in Higher Vocational Colleges, Wei Jianxing proposed that modern educational technology and traditional teaching methods should learn from each other and infiltrate each other, and proposed that new teaching forms should be developed in higher vocational colleges: individual learning and cooperative learning. In Research on Application Status and Development of Modern Educational Technology in Guangxi Higher Vocational Colleges, Li Yumei analyzed the current situation of modern education with the landscape major in Guangxi Higher Vocational Colleges as the research object, and put forward targeted development countermeasures against the current situation of application of modern educational technology in Guangxi Higher Vocational Colleges. Yang Mingxia expounded the application of informatization in the theory course, the skill course and the simulation training course of landscape architecture specialty in the article of Preliminary Exploration on the Informatization Teaching of Landscape Architecture Major in Higher Vocational Colleges. Wang Ge, ZhuoLi, etc in the professional teaching of garden discussed using the modern education technology "in put forward the importance and necessity of applying modern education technology garden specialty, the influence of modern education technology in the landscape factors in teaching are expounded, and put forward the targeted strategy according to these factors.

2.2.2 Research on curriculum design of landscape architecture in professional colleges in China

Since China's higher education mode changed from "elite education" to "public education", the training goal of landscape architecture professionals in professional colleges has gradually changed, that is, the training goal of landscape architecture professionals in professional colleges has changed from the original part of professional colleges to the training goal of landscape architecture professionals in society. Due to the compression of teaching hours and the continuous improvement of students' practical ability by employers, the teaching reform of landscape architecture is imperative. To this end, we have carried on the exploration and research in four aspects: optimizing the teaching system, simplifying the teaching contents, strengthening the construction of teaching materials, improving the teaching methods and strengthening the practical teaching links. Through the reform of curriculum teaching, the standard rate of students' drawing work increased from 65% to 87%. The passing rate of the course examination has increased from 81.3 percent to 94.7 percent, and it has been promoted and applied in more than 10 professional colleges and universities. Disciplines such as garden plant genetics and breeding, flower arrangement art, garden history, painting, preliminary design, environmental art, principles of plant landscape design, garden architecture, garden engineering drawing, garden floriculture, etc., any elective courses are generally offered in the third and fourth grades of the university.

However, there are some problems in the curriculum setting. The research points out that the theory courses of landscape architecture major cover many contents, and many professional knowledges and social, psychological and knowledge of landscape architecture major belong to the category of theoretical courses of landscape architecture major. In the face of such a wide range of theoretical knowledge, landscape teachers generally feel that it is quite difficult to teach this kind of knowledge to students, because the vast majority of students are generally not interested in these purely literal theoretical knowledges. Therefore, in order to have a good professional garden theory course, the first thing to solve is the interest of students. The use of audio-visual media can fully mobilize students' visual and auditory organs, so as to make the educational content more vivid and appealing, and the effect of natural education will be better.

In the traditional practice teaching of landscape architecture, the teacher usually gives a complete demonstration first, then explains it, and then the students imitate it. The teacher gives necessary corrections, and the students feel a little boring or even bored with this old teaching method. In the practice teaching of landscape architecture major, many steps are coherent and new software is needed, which is difficult for students to digest at one time. If the teacher slows down the speed of action, the teaching continuity will be destroyed. Moreover, some teachers will not give detailed demonstration to students due to age, physical and other factors. The above two situations will have a negative impact on the teaching effect of garden specialty. The introduction of information technology into the teaching of landscape architecture can effectively make up for the adverse effects of the above two situations. Teachers can use continuous broadcast standard demonstrations and slow motion of complex operations for students to learn, so as to achieve the ultimate goal of mastering landscape architecture professional technology. At the same time, teachers can use multimedia camera technology for micro-teaching, the demonstration process of students filmed, playback on the computer, and comment, to confirm the correct place, point out the shortcomings, and explain the correct method. Introduction of information technology into the teaching of landscape architecture can greatly improve the teaching efficiency of landscape architecture skills [Yang Mingxia. Preliminary Exploration of Vocational Sports Informationization Teaching [J]. Journal of Lanzhou Teaching College,2010,8, 26 (4)].

2.2.3 Research on a new round of curriculum reform

Different historical times, social requirements for training people will also be different, curriculum objectives will naturally be different. Throughout the curriculum objectives of landscape education in China have experienced three evolution processes, from the initial emphasis on "theory" to the present emphasis on "practice". In today's society, the emphasis on practicality has raised the requirements for landscape education, and under the information background, we should make full use of information means to realize the development of students' theoretical and practical abilities. Therefore, in the current stage, it is necessary to organically connect the theory of landscape architecture major with the practice of landscape architecture major, so as to make it an organic whole. Based on the advanced teaching mode, the main goal of cultivating outstanding talents for the society is achieved through the combination of theory and practice.

From the perspective of practice, Deng Yuande [Deng Yuande. Reform and exploration of practical training teaching of Landscape Engineering Surveying [J]. Science and Technology Information (Science Teaching and Research): 2008, 45(18):21-22] (2008) showed that the spirit of landscape teachers took on a new look after the course reform, and the phenomenon of students' weariness to study had been significantly improved. The talent requirements for the design, in order to adapt to the botanical garden industry garden specialty course teaching in the current existing problems were analyzed on the basis of cultivating students' innovative consciousness and puts forward the integrated design expression of the whole garden specialty education point of view, and by optimizing the curriculum structure, integrating curriculum content, teaching modules, divided into constructed with the concept of "design" to improve the student beginning ability as the core of the garden new professional teaching system, test and research results in the teaching reform, has achieved initial success.

In the exploration of the teaching reform of landscape architecture in the information era, Wang Lei emphasized that multimedia has the characteristics of freedom and openness, which can be applied by any member of the society, regardless of nationality, gender, family status and cultural background. The application in landscape architecture education makes the education extensive and equal. And this universality and equality are also expanding with the development of society and the improvement of people's cultural concepts. Therefore, the premise of realizing the universality and equality of education is that the education system must be able to meet the needs of the broad masses of the people.

Xiao Jiodi (2008) discussed the importance of information technology to the teaching reform of landscape architecture specialty from the perspective of lifetime and comprehensiveness. The so-called lifetime is to ask people to continue to learn, do live, learning. With the advent of multimedia, lifelong learning is possible, providing opportunities for members of society to learn when they need to learn. And comprehensiveness means that education comes not only from school, but also from family, community, society and so on. The development of network culture provides more channels for people to get information.

Education has put forward a request to the goal of cultivating talents, which requires the talents to be personalized and innovative. At the same time, education has its commonness, individuality is the embodiment of individual requirements, commonness more reflects the needs of the task. The development of network culture makes the development of personality possible, and innovation is the core of personality. The rapid development of network culture requires the talents trained by education to be innovative. Innovation is the driving force for the continuous development of a nation and can promote social change and development through innovation. The past and present of mankind cannot do without innovation, and the future cannot do without innovation even more. And with the development of technology, the need for innovation has never been more urgent. Therefore, one of the most important goals of today's education is to cultivate a large number of innovative talents needed by the society.

Therefore, for the teaching reform of landscape architecture in higher vocational colleges, it will directly affect the effect of landscape architecture curriculum reform whether qualified landscape architecture teachers can be trained to adapt to the education and teaching mode of "new curriculum reform".

Above all, the research of this paper is to the garden specialty in higher vocational college theory curriculum reform for basic research foundation, to urban construction vocational college of yunnan garden professional teaching present situation and existing problems of the basic research content, understand the present situation of the landscape professional teaching reform, aiming at the problems existing in the reform process, put forward the counter strategies, aimed at promoting informatization under the condition of botanical garden specialty teaching reform, so as to adapt to the teaching reform in higher vocational colleges under the new period.

RESEARCH METHODOLOGY

3.1 Research objects:

Taking yunnan urban construction vocational college as the research object, through the in-depth study and analysis of the curriculum system reform of the garden specialty in yunnan, the problems and the current situation of the garden specialty education in yunnan were summarized, and the corresponding reform measures were put forward.

3.2 Research Methods:

3.2.1 Literature method

Through CNKI, Wanfang database, Reading show Preview and other resources, I consulted the relevant literature and some monographs about the curriculum setting of landscape architecture major in higher vocational colleges and the curriculum reform of basic education, and collected and sorted out the periodical literature related to this research, to provide first-hand information for the writing of this paper.

3.2.2 Questionnaire survey

Questionnaire survey was carried out based on the number of students and related majors of the course.

Questionnaire validity test: Regarding the validity of the questionnaire, I consulted relevant experts and according to their qualitative evaluation of the two questionnaires, the survey results showed that most of the experts believed that the survey content was consistent with the research and research could be carried out, which indicated that the questionnaire had high validity.

Questionnaire reliability test: for the reliability of the questionnaire, I adopted the retest method. A month later, this part was tested by the questionnaire twice. Finally, the correlation coefficients were obtained as $r=0.937$ and $r=0.936$, which indicated that the results of this questionnaire survey were of high authenticity.

3.2.3 Comparative study method

Comparing the collected materials and the results of field research, aimed at the existing problems, puts forward the guiding ideology of curriculum system optimization Settings and optimization strategy, research before through the teaching reform of curriculum and the new curriculum reform of the curriculum were analyzed, find out the relevance, and object, focusing on the yunnan city vocational college of vocational college of yunnan city garden technology professional curriculum system has been optimized, combining the actual requirement of landscape professional curriculum reform, for landscape professional curriculum improvement opinions are put forward.

3.2.4 Expert interview method

Through visiting and calling experts and scholars in related fields, I have a deep understanding and understanding of this research. Discuss relevant theoretical research with the tutor, listen to the tutor's opinions carefully, and provide ideas for further writing.

3.2.5 Mathematical Statistics

Use Excel software to collect the data in detail, accurate input, overall analysis, draw a conclusion.

3.3 Research content:

The workload of this study is large. In the process of collecting and sorting out the preliminary data, it is necessary to have a profound understanding of the basic curriculum reform of landscape architecture major, and find out the success of combining Yunnan Urban

Construction Vocational College with the curriculum offering at home and abroad. To the current urban construction vocational college of yunnan garden specialty curriculum situation analysis, to has carried on the induction summary has collected the data and information, the current urban construction vocational college of yunnan garden specialty curriculum situation analysis, and mainly in yunnan urban construction vocational college as an example, analysis the botanical garden specialized training goal, the botanical garden, on the basis of professional teaching plan, garden technology professional curriculum in higher vocational colleges has carried on the comparison, induction, analysis and discussion, summarizing and analyzing the problems of curriculum system Settings, in reference to the experience and draw lessons from foreign developed countries, on the basis of complement each other, Analyze the factors restricting landscape professional curriculum system reform, put forward the targeted countermeasures and put forward the construction of kunming city vocational college courses related to garden technology professional curriculum system adjustment, at the same time in yunnan province urban construction vocational college landscape professional course reform of questionnaire and on-the-spot investigation, contrast carefully, and find out the reason, in order to find urban construction vocational college of yunnan garden specialty still exist some problems in the curriculum, to find a better docking with the new curriculum reform of city construction in yunnan vocational college of factors, to improve the teaching quality of botanical garden specialized courses and professional level.

4. Analysis of the teaching status quo and existing problems of landscape architecture in Yunnan Urban Construction Vocational College

4.1 Cultivation Objectives and Courses of Landscape Architecture of Yunnan Urban Construction Vocational College

4.1.1 Cultivation objectives

This professional training to adapt to the needs of socialist market economy, the comprehensive development of moral, intellectual, physical, the United States for landscape and architecture companies, firmly grasp the garden engineering technology specialty must be the basic theory and professional knowledge, engaged in landscape engineering construction, production, management, marketing and management of high-end skills applied special talents.

4.1.2 Setting up courses

Plant and plant physiology, garden landscape floriculture, garden dendrology, garden planning and design, garden plant pest control, garden survey, garden computer aided design, garden engineering budget, garden engineering, garden plant landscape, garden engineering construction technology.

4.2 Comparative analysis of landscape architecture majors in other schools

4.2.1 Cultivation objectives

(1) Yunnan Forestry Vocational Technical College

Garden technology major professional training for landscape and urban and rural landscape, is engaged in the production, construction, management and service first line, has the good professional ethics and modern aesthetic consciousness, master landscape planning design and construction, landscape construction and organization management, landscape plant cultivation and maintenance of the basic theory and related professional skill, moral, intellectual, physical, all-round development of the higher technology applied special talents.

(2) Dianchi College of Yunnan University

Culture with landscape, ecology, environmental art, landscape plant, landscape architecture, landscape engineering, landscape architecture planning and design aspects of knowledge and skills, can in the urban construction, the botanical garden, the forestry department and gardens, flower enterprises engaged in scenic areas, nature reserves, forest park, urban landscape green space planning, design, construction, the botanical garden plantbreeding cultivation, maintenance and management of senior engineering and technical personnel.

(3) Yunnan Agricultural University

Raises has the solid landscape architecture planning and design, landscape construction management, and other aspects of knowledge, can be engaged in landscape planning, design, construction management and research work, and have land and regional landscape planning, landscape planning and design, site planning and design, landscape protection and utilization, the scenic area, recreation and tourism planning and design, construction and maintenance work of the basic ability of high quality applied talents, this professional requirement student has a basic drawing and design ability). This major was established in 2013, with four years of study, and is awarded with a bachelor's degree in engineering or art.

(4) Yunnan University

This major aim to cultivate senior specialized talents who meet the needs of socialist modernization construction, develop morally, intellectually and physically, have good theoretical accomplishment of landscape architecture planning and design, master the professional knowledge and skills, and understand the relevant professional knowledge.

4.2.2 Curriculum design

(1) Yunnan Forestry Vocational Technical College

Landscape painting, landscape plant identification, preliminary, the botanical garden plant growth environment landscape design, landscape plant cultivation maintenance, landscape nursery stock production and management, landscape drawings and measuring knowledge chart, gardens, landscape, landscape renderings hand-painted CAD drawing skill, the botanical garden plant landscape design, landscape design, landscape SU hard application, landscape planning and design, bidding and budget, landscape rendering production, etc.

(2) Dianchi College of Yunnan University

Botany, ecology, computer aided design, landscape plants, garden flowers, urban green space planning, scenic area planning, landscape planning and design, landscape architecture design, interior decoration design, landscape aesthetics, garden art, arranging flowers and bonsai art, landscape ecology, plant landscape configuration, landscape engineering, landscape engineering drawing, landscape engineering budget, landscape history, soil science, garden plant genetics and breeding, cultivation, the botanical garden plant protection, garden biotechnology, garden experiment, landscape planning, landscape design practice, engineering practice and so on.

(3) Yunnan Agricultural University

Mainly for Chinese and foreign landscape history and landscape drawing, preliminary design, landscape planning and design, urban green space system planning, landscape architecture design, architectural structure and tectonics, site design, urban design, landscape engineering and technology, scenic area planning and design, plant landscaping, garden trees, flowers and plants, ecology principle.

(4) Yunnan University

Basic theories and knowledge of landscape architecture (landscape) planning and design, urban landscape planning and design, landscape architecture (landscape) design, landscape engineering design, landscape plant landscape planning and design, green space system planning, scenic spots planning, ecological landscape planning, heritage protection and development, etc. Comprehensive training in painting techniques, drawing methods, landscape architecture expression techniques, planning and design methods; With the use of art theory, design theory, landscape (landscape) planning and design and expression, landscape

(landscape) construction and organization of the basic ability of management. And has the land and regional landscape planning, urban landscape planning and design, site planning and design, natural and cultural heritage protection and management, recreation and tourism planning and design capabilities. Received the basic training of landscape architecture (landscape) planning and design, master the basic abilities of landscape architecture (landscape) planning, landscape architecture (landscape) design and urban design.

To sum up, we can see that although different schools have different descriptions of training objectives, the main purpose is still to cultivate senior talents with all-round development of morality, intelligence and physical for landscape management and design, which are needed by the society. In terms of the courses offered, given the different learning conditions of different schools, the courses offered are also very different. Although they are all in Yunnan, a unified understanding has not been formed yet.

This study will combine the author's teaching situation in the front line of landscape education in higher vocational colleges, and select the students majoring in landscape architecture in Yunnan Urban Construction Vocational College and the employers in the local landscape industry to conduct a questionnaire survey to analyze. According to the research needs, two questionnaires are designed in this paper, including one for students and one for employers. The respondents of the student questionnaire were landscape architecture students of three grades (grades 12, 13 and 14) in Yunnan Urban Construction Vocational College. A total of 120 questionnaires were sent out and 107 were recovered with a recovery rate of 89.2%. Among them, 100 were valid with an effective recovery rate of 93.5%. The employer sent out 40 questionnaires and recovered 38 with a recovery rate of 95%, among which 38 were effective with an effective recovery rate of 100%.

The composition of the respondents of the student questionnaire and the employer questionnaire

Table 1 Composition of students' questionnaire respondents (n=100)

Grade	The number of student	The percentage (%)
Grade12	38	32
Grade13	40	33
Grade14	42	35

As can be seen from the statistical data in Table 1, there are 120 students majoring in landscape architecture in Yunnan Urban Construction Vocational College, 38 of whom are in Grade 12, accounting for 32% of the total number of students in this major. There are 40 students in Grade 13, accounting for 33% of the total number of the major. There are 42 students in Grade 14, accounting for 35% of the total number of students majoring in landscape architecture in the school. The subjects of this questionnaire are mainly 120 students majoring in landscape architecture in the school.

Table 2 Composition of respondents in the questionnaire of employers (n=100)

Company Name	participation	The percentage (%)
Kunming tree landscape greening company	10	26
Bureau of Garden and Forestry	4	10.5
Landscape of Pu 'er Gardens	6	16
Panlong District Landscaping Bureau	4	10.5
Yushu Landscape Engineering Co., Ltd	3	8

Company Name	participation	The percentage （%）
Redstone Landscaping Engineering Co. Ltd	3	8
Dianpai Garden Group	4	10.5
Jinrui Ancient Architecture Garden Co., Ltd	4	10.5

As can be seen from the statistical data in Table 2, a total of 8 employers of landscape engineering in Kunming City, Yunnan Province were selected as the respondents in the questionnaire survey. Among them, Kunming Dashu Landscape Greening Company had 10 participants, accounting for 26% of the total number of respondents. There were 4 participants in the survey in Yangfu Miao Garden of Kunming Garden and Forestry Bureau, accounting for 10.5% of the total number of respondents. 6 people participated in the survey of Pu 'er Landscape, accounting for 16% of the total number surveyed by the employer. There were 4 people from Kunming Panlong District Landscape and Greening Bureau who participated in the survey, accounting for 10.5% of the total number of respondents. Yunnan Yushu Landscape Engineering Co., Ltd. participated in the survey of 3 people, occupying 8% of the total number of respondents; Yunnan redstone landscaping engineering co., LTD. Participated in the survey of 3 people, occupying 8% of the total number of respondents; Yunnan Dianpai Garden Group has 4 participants in the survey, accounting for 10.5% of the total number of respondents. The Road and Bridge Engineering Branch of Yunling Expressway Maintenance and Greening Engineering Company participated in the survey with 4 people, accounting for 10.5% of the total number investigated by the owner.

4.3 Inaccurate orientation of training objectives and unreasonable setting of curriculum system

The curriculum setting of landscape architecture major should be in line with the educational goal of the school to cultivate landscape architecture professionals, which is oriented to cultivate students with excellent professional ability and professional quality, so that students can engage in a variety of work of landscape architecture major and successfully obtain employment. Curriculum is mainly composed of curriculum structure and curriculum content of two parts, a relatively complete curriculum should be connected to each other, and cohesion between various curriculum orderly and reasonable structure, the content of the course is not only to fully reflect the main knowledge and methodology of the discipline, also should comply with the social requirement and development of The Times, walking in the leading edge.

Urban construction vocational college of yunnan garden to cultivate professional needs and adapt to the development of the socialist market economy, facing the garden and construction industries, to firmly grasp the garden engineering technology professional culture technology basic theory knowledge and professional practice, and to be able to do garden engineering design, construction, production, management, marketing, management and so on each work of high-end professional garden specialty skills applied talents for the teaching goal. Its graduates employment direction primarily to: forest park, city parks, landscape engineering company, nursery stock production enterprises, urban construction, real estate development, property management companies and the school of the authorities in charge of corporations, hospitals and residential landscape in residential areas of the department, etc., also includes in middle and small garden green land planning and design, technical responsibility, construction supervision, construction management and marketing, etc.

The school garden specialty is the "module teaching," teaching model used in the required courses in the curriculum teaching is made up of "general knowledge", "professional", "professional skills" of the three teaching modules, elective courses according to the skills of different direction is divided into three teaching modules, students can choose according to their own needs and abilities of two modules.

Through the survey found that urban construction vocational college of yunnan garden professional, a total of ten three compulsory professional courses, the curriculum is divided into theory and practice two parts, mandatory major projects include: garden art, plant growth environment, landscape mapping, engineering CAD, landscape planning and design, urban green space maintenance, landscape engineering construction and management, project cost and bidding, etc., elective course main projects include: landscape design, landscape architecture, landscape plant disease and insect control, etc. The situation of compulsory courses and elective courses is shown in Table 3 and Table 4.

Table 3 Compulsory courses offered in Landscape Architecture major of Yunnan Urban Construction Vocational College

number	**Course name Open a semester**	**hours**	**Theory class hours**	**Practice periods**	**module**
1	Garden plant The first semester	72	42	30	General knowledge
2	Garden art The first semester	54	30	24	General knowledge
3	Plant growing environment The first semester	72	40	32	General knowledge
4	landscape design The second semester	36	20	16	General knowledge
5	Landscape drawing The second semester	36	24	12	General knowledge
6	6Engineering CAD The second semester	54	30	24	General knowledge
7	Garden planning and design The third term	54	36	18	General knowledge
8	Urban green space conservation The third term	54	36	18	General knowledge
9	Cultivation techniques of ornamental plants The third term	54	36	18	General knowledge
10	landscape Photoshop The third term	45	25	20	General knowledge
11	Landscape engineering construction and managemen The fourth	54	36	18	General knowledge
12	Project cost and bidding The fourth	54	36	18	General knowledge
13	landscape 3Dmax The fourth	45	25	20	General knowledge

Table 4 Optional Courses of Landscape Architecture Major in Yunnan Urban Construction Vocational College

Course No.		Open a semester	Total hours	Theoretical hours	practical hours	Subordinate to the module
1	Landscape Design	The first semester	36	30	6	Elective module
2	The art of plant landscaping	The first semester	36	20	16	Elective module
3	Landscape architecture	The second semester	36	28	8	Elective module
4	Garden trees 5	The second semester	36	20	16	Elective module
	illustrative bonsai art	The second semester	36	20	16	Elective module
5	Garden model	The second semester	36	20	6	Elective module
7	Engineering Survey	The third term	36	18	18	Elective module
	Plant disease and insect pest control in gardens 9.	The third term	36	20	16	Elective module
	Plant nutrition and fertilizer	The third term	36	20	16	Elective module

According to the students' opinions on the courses offered by Yunnan Urban Construction Vocational College, the statistical results are as follows (see the following table) : 65% of the students are interested in the courses offered by the school's landscape architecture major; 50% of the students chose "the courses they learned at school will be very helpful to their future work"; 32% of the students think that "the current courses offered by this major are reasonable"; 30% of the students choose "there are many subjects offered by the school, and they don't know whether the knowledge learned in this course will be helpful to their future work". 44% of the students think that "the curriculum arrangement of specialized courses and public basic courses is reasonable", and 30% of the students think that "the class hours of public basic courses are too much and the class hours of specialized courses are not enough". Among them, landscape planning and botany are the most core courses for students to major in landscape architecture, and preliminary landscape design and Photoshop are the two courses that students are most interested in.

Table 5 Opinion survey of landscape architecture courses offered by Yunnan Urban Construction Vocational College

content	The percentage (%)
interested in the courses offered by the landscape architecture major	65
The courses I learned at school will be very helpful in my future work	50
The courses currently offered by this major are reasonable	32
The school offers a variety of subjects, it is not clear whether the knowledge learned in this course will help the future work	30
of the professional courses and public basic courses of reasonable distribution of curriculum arrangement	44
There are too many hours for public basic courses and not enough for specialized courses	30

By unit of choose and employ persons is the questionnaire for the urban construction of the yunnan garden courses in vocational college, the opinions of the statistical results are as follows: there are a lot of unit of choose and employ persons survey said garden specialty higher is a comprehensive discipline, students need to master broad knowledge, and the current urban construction vocational college of yunnan in the botanical garden specialized teaching although opened relatively in a wide range of courses, but involves a single about garden professional knowledge, this will lead to the students' comprehensive ability and professional quality cannot be improved, not well meet the needs of the landscape industry and society. Specialized courses in the vocational college gardens city construction in yunnan has failed to keep pace with the development of the landscape industry, for example, is now the general landscape designer to design modeling is the Sketch up the design of software, almost no one in to modeling with production softwares 3 dmax software, but still some of the colleges and universities in garden specialized courses in the "garden production softwares 3 dmax. There are also a number of employers surveyed respondents expressed that some schools offered courses in lack of consideration of course connection, the order of course arrangement problems, which will directly lead to the fault of the discipline knowledge of landscape architecture.

Integrated the above several aspects of the investigation, I think that urban construction vocational college of yunnan garden professional curriculum is basically conform to the teaching objectives and training objectives, and the school also set up elective courses, so that the students can according to individual ability and the future development direction of targeted choose suits own conduct the thorough research to the curriculum. At the same time, this is conducive to the development of students' personality, and the embodiment of the professional knowledge of garden learning. However, as there is no difference between the curriculum setting and that of ordinary undergraduate education, it cannot reflect the advantages and characteristics of landscape architecture in higher vocational education. If there is no strong pertinence in the curriculum, it cannot meet the requirement that higher vocational education is characterized by cultivating students' vocational ability, taking students as the center, and taking employment, entrepreneurship and innovation as the ultimate goal of education. In addition, the school adopted the "modular" course system is mainly manifested in form, the curriculum is still the traditional theory of "course standard", on the time sequence of open or according to the basic course, professional basic course, theory teaching and practice teaching order arrangement, each course, self-sustaining, lack of link between courses. On the curriculum and school do to keep pace, failed to timely update the professional course, already cannot satisfy the requirement of modern landscape architecture industry, for example: the garden three on3dmax still as urban construction vocational college of yunnan garden professional compulsory foundation course, but I did not open now garden industry high utilization rate of the Sketch up software program.

4.4 Disconnection between theory and practice

4.4.1 Theoretical teaching is not consistent with practice

Theory only plays a guiding role in practical teaching, so we can master practical methods through theoretical study. However, through the investigation of learning, students generally believe that the theoretical knowledge they have learned is not consistent with the practical needs. The statistical data are shown in the following table:

Table 6 Statistical table of the degree of connection between theory and practice learned in class (N=100)

	Very closely	More closely	—	Is very poor
The number of	10	25	39	26
Proportion (%)	10%	25%	39	26

As can be seen from the above table, in the investigation on the connection between theoretical learning and practice of students' pattern class, 10 people think that the connection is very close, accounting for 10% of the total number of respondents, while 25 people think that the connection is relatively close, accounting for 25% of the total number of respondents. Those who rated average and very poor were 39 and 26 respectively, accounting for 39 and 26 respectively of the total respondents. It can be seen that most people are not satisfied with the connection between their theoretical knowledge and practice.

4.4.2 Insufficient practice hours

Table 7 Statistics on whether you think practical training hours are enough (N=100)

	enough	Not enough	Too much
The number of	10	46	13
Ratio (%)	10%	46%	13%

As can be seen from the above table, when investigating whether students' practical training hours are enough, there are 10 and 13 people who think it is enough and 13 people who think it is too much, accounting for 10% and 13% of the total respondents respectively. Not enough, 46 people, accounting for 46% of the total respondents, and even 31 people, accounting for 31% of the total respondents, think too little. It can be seen that more than 70% of people think that practical training hours can not meet their needs.

4.5 Single teaching method

Table 8 Survey statistics of teaching methods adopted by teachers in class (N=100)

	Good at using a variety of teaching means, often adopt The modern teaching technology such as multimedia, network	teaching means relatively single, sometimes can use the teaching technology such as multimedia	teaching means single, often to just use blackboard writing teaching
The number of 27	-	38	35
More than 27%		38% 5%	

Thus, in a survey of teachers' teaching methods, there are 27 people think that the teacher is good at using a variety of teaching methods, often use the modern teaching technology such as multimedia, network, accounting for 27% of the total number of investigation, think teacher's teaching method is unitary, sometimes USES the multimedia teaching means there are 38 people, accounting for 38% of the total number of investigation, think teachers teaching means a single, often just USES the blackboard writing teaching has 35 people, accounting for 35% of the total number of investigation. It can be seen that more than 70% of the students think that the teaching methods adopted by teachers are relatively simple.

4.6 The teaching staff cannot meet the needs of the training program

4.6.1 Teachers themselves lack hands-on ability

Higher vocational education is to train professional talents with certain skills for the society, emphasizing the practical ability. However, many teachers directly enter the school teaching after graduation from the university, and many teachers are not willing to bear hardships, do not want to contact pesticides and participate in the field construction and garden maintenance, so the practical ability is not high. Teachers do not have high ability, they are not willing or dare not do it in teaching. Although many schools have also realized this problem, and cooperated with enterprises to send teachers to professional enterprises for training, but due to many comprehensive factors, the effect is not very ideal.

4.6.2 Teachers have low enthusiasm for self-learning

Most of the garden teachers in Yunnan Urban Construction Vocational College are over 40 years old. Due to various considerations, these teachers do not have high enthusiasm for self-learning. Firstly, there is a lack of motivation to participate in training, and secondly, schools do not pay enough attention to teacher training.

4.6.3 The hierarchical structure of teachers cannot meet the needs of education reform

The quality of teachers determines the degree of landscape education reform. According to the investigation, the structure of landscape architecture teachers in Yunnan Urban Construction Vocational College is shown in Table 9:

Table 9 Survey on the teaching power of landscape architecture teachers (n=100)

Main research direction	Professional and technical position	Number,	The percentage (%)
botany	full professor	1 人	0
Plant physiology	Associate professor	2 people	20
Plant pest control in gardens	Associate professor	1 person	0
Plant tissue culture, flower	Associate professor	1 person	10
marketing, plant ecology	Research associate	1 person	10
botany	A lecturer	1 person	10
Landscape architecture	A lecturer	1 person	10
Landscape design foundation, green space planning, landscape engineering	Lecturer, Assistant Researcher	2 people	20

Through the table 9, you can see that city construction in yunnan garden teachers in vocational college teachers needs to be improved, the professor is one of them, accounts for 10% of the whole school garden professional teachers, 4 associate professors, 4 associate professor of the school garden specialty teachers have 1 person, accounts for 10% of the whole school garden professional teachers, lecturers have 4 people, accounts for 40% of the whole school garden professional teachers. Can be seen in the survey, yunnan urban construction vocational college teacher's main research direction for botanical garden specialty, the botanical garden plant diseases and insect pests prevention and control, the botanical garden construction, landscape design, green space planning, landscape engineering, etc., and no teacher is a professional engaged in the research of landscape professional direction, the school about the lack of landscape resources of professional teachers, teachers' professional quality and ability structure also needs to be improved as a whole. Good professional quality can enable them to apply what they have learned in the teaching process, better lead new teachers to promote the education reform of landscape architecture major, and improve the teaching quality.

4.6.4 The theoretical level of teachers is not consistent with the practical level

The teaching level of teachers affects the quality of teaching reform to a great extent. In order to ensure the smooth progress of landscape professional comprehensive advancement work, must carefully study, careful planning, actively explore, to mobilize all aspects of strength, rely on the masses of school landscape professionals, in the form of democracy, open, scientific, creative and efficient garden work professional education reform, education reform for the garden become popular with the students, conform to the situation of high quality curriculum system. The survey results are shown in Table 7.

Table 10 Survey on the teaching level of garden teachers in Yunnan Urban Construction Vocational College (n=100)

content		The percentage (%)
With high professional level and strong practical ability, I can combine theory with practice	20	20
The professional theory level is high, the practice ability is general, the professional level is general, the teaching is	70	70
backward, can't keep up with the development of the industry	8	8
Professional level is poor, by the book	2	2

As can be seen from Table 10, the number of teachers who choose "high professional theory level and average practical ability" is the largest, reaching 70, accounting for 70% of the students majoring in landscape architecture in the school. 20 students chose the teacher's "high professional level, strong practical ability, can combine theory with practice", accounting for 20% of the students majoring in landscape architecture in the school; Another 8 students chose the teacher's "general professional level, backward teaching, unable to keep up with the development of the industry", accounting for 8% of the students majoring in landscape architecture in the university. Two students chose the teacher's "poor professional level and copy the course", accounting for 2% of the students majoring in landscape architecture in the school. This shows that most of the students in Yunnan Urban Construction Vocational College hold a positive view on the teaching level of the landscape architecture teachers, while only 8% of the students hold a negative view on the teaching level and working attitude of the landscape architecture teachers. Throughout the student's view, the current landscape level of professional teachers in higher vocational colleges and the teaching idea is going to be able to do this subject teaching, also recognized for the attitude of the teachers, students continue to study, teachers' professional ability has yet to be improved, to provide students with the opportunity to practice and teach students the importance of combining theory with practice.

4.7 The selected textbooks are not practical

The teaching material is the carrier of teaching content and curriculum standard, which embodies the educational idea and teaching direction. The teaching of teachers should also rely on the teaching materials, the auxiliary role of the teaching materials can not be ignored, students learn and master the professional knowledge should also rely on the teaching materials, which shows the position and role of the teaching materials in teaching. However, in the survey of the students' satisfaction with the selected textbooks of the professional courses, the degree of satisfaction is not high.

Table 11 Survey statistics on the practicability of textbooks (N=100)

	Moderate difficulty, suitable for higher vocational use	General, it doesn't matter difficulty is too big, do not suit high as characteristic as undergraduate course institution	Position of use	
The number of	24	36	29	11
Accounted for	245	36%	29%	11%

As can be seen from the above table, in the survey of students on the practicality of textbooks, 24 people think that the difficulty is moderate and suitable for higher vocational use, accounting for 24% of the total survey number. There are 36 people who think that they are ordinary and have no distinctive features, accounting for 36% of the total number of respondents; there are 29 people who think that it is too difficult for higher vocational colleges to use, accounting for 29% of the total number of respondents; there are 11 people who think that they directly borrow textbooks from undergraduate colleges and universities, accounting for 11% of the total number of respondents. It can be seen that the vast majority of students think that the teaching materials used lack of their own characteristics, practical is not high.

4.8 Students

4.8.1 Weak practice teaching links

The post practice teaching can let the student personally experience the real garden landscape, and then stimulate the student's learning enthusiasm, increase their subjective feelings. However, at present, the practical teaching links in higher vocational colleges can not meet the needs of students, and the post practice is often a mere formality, which is not conducive to improving students' interest in learning and teaching results. The post practice requires students to be engaged in front-line work with professional knowledge corresponding to or similar to what they have learned in landscape design enterprises, complete certain tasks according to the requirements of the enterprise, and carry out practical operation of the professional theoretical knowledge they have learned. However, at present, only a small part of students in Yunnan Urban Construction Vocational College can be recommended by their tutors to practice in front-line landscape design enterprises. Although the school also has on-campus and off-campus training bases jointly established with enterprises, but in terms of the characteristics of the landscape industry, the training bases can not solve most students' off-campus visit, practice and post practice goals.

4.8.2 Lack of interest in learning

As a result of garden specialty in higher vocational college students generally have strong personality, being active, strong hands-on ability, but not enough solid academic foundation, and most of them didn't really practice landscape design work, lack of enthusiasm for gardening industry and real experience, this leads to their lack of interest and motivation in the learning process of garden specialty.

Implementing countermeasures for teaching reform of landscape specialty in higher vocational colleges

5.Implementing countermeasures for teaching reform of landscape specialty in higher vocational colleges

5.1 Define training objectives and improve the curriculum system

5.1.1 Determine the training objectives of landscape architecture major in higher vocational colleges

It is the starting point of teaching reform to make clear the training goal of landscape architecture major in higher vocational colleges. Only by making clear the goal can the reform be carried out with a definite object in mind. The determination of the goal should not only consider the needs of the development of landscape architecture and the conditions of the school, but also meet the requirements of the society for landscape architecture professionals. Through the questionnaire survey to unit of choose and employ persons to garden industry, of which "talent introduction and demand" statistical analysis of this option, it's not hard to find, the current in the unit of choose and employ persons in kunming, yunnan province, in view of the garden professional demand is roughly such trend: landscape planning and design, budget, the botanical garden construction, etc., including the landscape mapping is the basis of landscape planning and design, is the language of landscape engineering, therefore, unit of choose and employ persons to master this ability is also seriously.

5.1.2 Adjust the curriculum structure, improve the curriculum system, and improve professional skills

Landscape architecture is a comprehensive discipline, which covers many aspects, including humanities and history, engineering technology, art aesthetics, biotechnology and other fields, which undoubtedly puts forward higher requirements for professional landscape educators. Therefore, in order to ensure the realization of the training objectives of the school, it is necessary to adjust the curriculum structure of landscape architecture major, improve the curriculum system, take into account the intersection of multidisciplinary knowledge in the curriculum setting of landscape architecture major, pay attention to broaden the knowledge of students. According to the discipline characteristics of landscape architecture major, I make the following adjustments to the existing problems in the curriculum setting of landscape architecture major in Yunnan Urban Construction Vocational College: First, add a course on the history of landscape architecture. The history of traditional gardens has profound cultural deposits and connotations, and there are many essence parts that can be learned and inherited. As an important basic course of landscape architecture specialty, landscape architecture history is an important part of traditional landscape architecture, which plays an irreplaceable role in the study of landscape architecture specialty. Therefore, I suggest that the garden major of Yunnan Urban Construction Vocational College should add courses such as garden history and garden art appreciation, so that students can better inherit and innovate the traditional landscape science. Secondly, broaden the basic professional courses, improve the comprehensive quality of students. Landscape Architecture is a highly comprehensive discipline. Therefore, in view of the current curriculum system of Landscape Architecture in Yunnan Urban Construction Vocational College, I believe that the school should remove Landscape Architecture 3DMAX and add garden hand-drawing, Sketch Up and other commonly used landscape architecture courses. The parts of landscape plant shaping and pruning in the two courses of "Urban Green Space Maintenance" and "Flower Arrangement Bonsai Technology" were reorganized and merged into "Landscape Plant Modeling Technique". The part about cultivation and maintenance of garden plants in the two courses of Ordnance Plant Cultivation Technology and Garden Plant was reorganized and merged into the course of Garden Plant Cultivation Technology. And reduce the landscape planning and design, the botanical garden construction and the management theory of class, the "garden cartography", "garden design code" and "garden engineering construction and so on theory into professional skills training content, will be combined closely with the content of teaching and professional skill appraisal, provided a basis for cultivating garden professional technical persons. Fourthly, schools should build characteristic main courses according to their own conditions. At present, due to the difference between vocational colleges and ordinary undergraduate colleges, the landscape architecture major should be set up in combination with the characteristics of the school. For example, higher vocational colleges of art emphasize environmental art courses in the main curriculum setting; Higher vocational colleges of science and technology can lay stress on the direction of urban planning and architectural design. Agricultural and forestry higher vocational colleges to build the curriculum of biotechnology. Therefore, Yunnan Urban Construction Vocational College should, according to its own characteristics, combined with the school's hardware equipment and teachers, construct the main courses of landscape architecture with its own characteristics.

5.2 Schools should strengthen practical teaching links

Strengthening practice teaching link is an important means to achieve the goal of talent training in vocational colleges and universities. In order to improve the professional ability of landscape students and adapt to the development of society as soon as possible, in addition to excellent theoretical knowledge, it is necessary to combine the training of practical ability, which is the inevitable trend of teaching reform.

5.2.1 Strictly implement and implement the teaching links of post practice

In addition to the construction of reasonable theoretical courses, the teaching reform of landscape architecture major should also pay attention to the setting of practical courses, strengthen practical teaching links, and implement off-campus visits, internships and post practical activities are also the priorities of teaching reform. At present, the curriculum of landscape architecture major in Yunnan Urban Construction Vocational College is mainly based on basic knowledge and professional theories in the first and second academic years, and only in the third academic year are students arranged to visit and practice outside the school and arrange on-the-job training in relevant enterprises. However, problems such as difficulties in the implementation of internship posts, non-correspondence with majors, difficulty in monitoring students' internship process, and inadequacy of school guidance for internship often appear in the practice links. In view of the above problems in the practical teaching link, I propose the following specific measures to implement the practical teaching link of landscape students' posts:

(1) Formulate a detailed post training plan

In order to better implement the practical teaching links, garden teachers in schools should make technical posts according to the teaching objectives of different professional directions before the practical training of students. Necessary pre-job training is indispensable, so that students can have a planned and arranged job practice.

(2) Establish and improve the post internship system

According to the characteristics of landscape architecture, the school should formulate the management regulations, assessment methods and guiding teachers' work manuals for the students of landscape architecture. Moreover, in order to ensure the legitimate rights and interests of students and the significance of practical teaching, schools should sign internship agreements with cooperative units and arrange students to practice in these units, so as to avoid students' blind contact with enterprises alone and unfair treatment. At the same time, when signing the agreement, the school must require relevant units and enterprises to arrange corresponding internship positions according to students' professional and technical ability, so as to exercise students' ability and improve their own quality through effective practice.

(3) Implement the practice guidance of landscape teachers

The school should implement the practice guidance of landscape teachers, and the landscape teaching under the information condition can promote the cultivation of students' innovative spirit and practical ability, mainly because the teaching of landscape has realized the problem of teaching content, the inquiry of teaching process and the innovation of teaching activities. The so-called problematization of teaching content means that teachers can transform the teaching content into various forms of valuable questions, and students can use these questions as the logical starting point of exploratory learning with the help of modern educational technology. Inquiry in the teaching process means that students can discuss with other students and teachers after obtaining the materials compiled and sorted by teachers and combining with the materials collected by themselves through the network, thus transforming the teaching process from a receptive one to an exploratory one. Networking of teaching activities refers to making full use of modern information technology, allowing students to learn the content they are interested in, giving play to the initiative of students in learning, cultivating students' thinking and ability to obtain materials from network resources, and improving students' information literacy.

(4) Strengthen school-enterprise cooperation and promote the dual management of students

The quality of practical activities is related to the improvement of students' ability. Schools should strengthen the cooperation and communication with local enterprises, provide students with practical platform and opportunity, students have to adapt to the change of the role, on the one hand, the role of students, on the one hand, the role of employees, the double identity determines their in addition to accept the management of the school also should obey the management of the enterprise, adhere to the rules and regulations of the enterprise, communication, head of the teachers in a timely manner and the enterprise, understand the performance of the student internship position and strengthen the practice teaching management work.

5.2.2 Strengthen the construction of school training bases

In order to improve the practical teaching link, the school should strengthen the construction of the practical training teaching base, enrich the teaching resources and hardware facilities of the school, ensure the material basis of the teaching reform, and establish a variety of practical training teaching bases inside and outside the school, so as to achieve the optimization of teaching quality. In view of the problems existing in the training base of

Landscape Architecture in Yunnan Urban Construction Vocational College, I think the construction should be strengthened mainly from the following aspects:

(1) Strengthen the construction of on-campus training base and improve the management system

At present, the practical training base of Landscape Architecture major in Yunnan Urban Construction Vocational College has problems such as aging and obsolescence of equipment and facilities, which can not keep up with the teaching needs. According to the needs of the teaching reform of landscape architecture major, the school should increase capital investment, improve the current situation, construct and transform the campus training base, update the equipment and facilities, and keep up with the needs of the development of the industry. And schools should also add multimedia classrooms for software design teaching, for landscape students to carry out daily teaching and practice, in order to meet the needs of landscape courses. In addition to strengthening the hardware construction of the campus training base, the management system of the training base should also be improved, and the opening time of the training base should be reasonably arranged to meet the needs of students for practical operation after class.

(2) Make full use of the campus public environmental resources for practical teaching

In addition to practice teaching in the campus training base, landscape teachers can also make full use of the campus public environmental resources for practice teaching. Landscape teachers and students can use local materials to complete the planning and design of campus green space and the maintenance and management of campus plants. Let students participate in the planning and design of the school, which can not only improve the professional skills of teachers and students, but also improve the sense of achievement and honor of students.

(3) Actively develop informationized training bases

Students have been used to the traditional classroom teaching methods, the traditional methods have no fresh feeling, the most immediate result is often show low interest. If the application of information technology and multimedia teaching software in the teaching of landscape architecture makes the original boring teaching of landscape architecture more intuitive and vivid in front of the students, it will inject fresh vitality into the traditional teaching methods of landscape architecture. Students are generally characterized by rational thinking, learning, endurance is not strong wait for a characteristic, and the application of multimedia teaching software just to make up for this characteristic of side effects, focuses the attention of students, inspire the main body role of students in learning, thus promotes the improvement of teaching quality and inspire students' creative thinking, to ensure the improvement of teaching efficiency and teaching quality. From this point of view, multimedia teaching can achieve the purpose of teaching quality optimization. Garden specialty teaching is an important goal for higher vocational students in the future career and lifelong sports lay a certain foundation, therefore, let the students understand the teaching key points and difficulties in and be able to master certain demonstration is one of the important targets of professional teaching in landscape architecture, and traditional landscape professional teaching on this part of the process is repeated continuously, drum, demonstration, practice repeatedly, but with complex operation, students are difficult to observe and see each operation details, multimedia teaching can effectively overcome the shortcomings. In the teaching process, the key points and difficult points in the process of repeated slow play operation can be used, coupled with specific sound and image display, so that the key points and difficult points can be shown to students in a more intuitive and three-dimensional image, students can understand and master the skills in a more comprehensive way, and then improve the teaching effect. Therefore, the introduction of modern information technology into the teaching of landscape architecture major and the development of information training base can not only cultivate their ability of active thinking, but also help students to understand and master the landscape architecture major, and promote the improvement of teaching efficiency.

5.3 Teachers should use diversified teaching methods to stimulate students' interest in learning

Due to the rapid development of landscape industry, landscape teachers should timely update their teaching ideas and change the traditional teaching methods. The times are advancing with The Times, the needs of students are also increasingly strengthened, teachers must innovate their own teaching methods, expand students' thinking, strengthen the training of students' theoretical and practical ability, truly cultivate useful talents for the society. In addition to paying attention to skills and practicality and strengthening students' grasp of knowledge and practice, the teaching of landscape architecture in higher vocational colleges should also emphasize students' participation, stimulate their thirst for knowledge and grow up in exploration. The teaching methods used by teachers in the teaching activities of landscape architecture major should conform to the characteristics of the major. In addition to the traditional teaching methods, the following methods can also be used to carry out teaching practice, so as to achieve better classroom teaching effects and achieve teaching objectives.

5.3.1 Field teaching

In the course of teaching, teachers of landscape architecture only pay attention to theory and ignore practice, which will make students' practical ability not develop. Blindly focusing on practice and ignoring theory, learning is difficult to apply, resulting in a disconnect. Field teaching can be a good coordination and balance between theory and practice. For example, when teaching the course "Garden Plants", it is difficult for students to know each tree species accurately only by teaching the characteristics and habits of plant species in class and showing the slides of plants. But using the field teaching method, the teacher leads the students to the park, the square to carry out the field sampling, combined with the beauty of nature, let the students carefully observe, carefully analyze, the characteristics of all kinds of vegetation, color, tree species, etc. to intuitively grasp, and then observe the teaching experience.

5.3.2 Case teaching

Case teaching is a teaching method that takes the real record and objective narration of an event in real life as a case to guide students to analyze and study these special situations, and put forward countermeasures to solve problems, so as to improve students' ability to solve practical problems. For example, in the garden cartography teaching, selection of small garden engineering construction drawings, let students look at the drawings first, identify the structure of the drawing and composition, case analysis and discussion, through the way of team cooperation, views, and then combined with the students answer the parsing of the contents, guides the student to strives for the survival in the problem. Let the students master the ways and methods of finding problems, understanding problems, analyzing problems and solving problems. They can really integrate them into each other. Finally, they can draw pictures by themselves and master this technology. Case teaching method combines teaching with learning, in which students and teachers discuss and cooperate to solve problems in cases. This teaching method can give full play to students' main role to a large extent, promote the communication and interaction between teachers and students, and improve the quality of teaching.

5.3.3 Simulation teaching

Simulation teaching is a kind of teaching method in which students demonstrate the processing process of a certain thing on the spot under a specific environment. What the teacher needs to do is to restore an event for the students and let them solve the problem independently in this false teaching environment. Compared with practical teaching, simulation teaching is more free. Students in close to the actual situation of the simulation of the site, can make good use of the knowledge learned, to be applied, let students carry out the relevant task operation, through mutual cooperation from the acquisition of knowledge and skills, improve their ability. For example, in the teaching process of Project Cost and Tendering and Bidding, teachers can take out the internal greening project of the school and contract it to students, and let students complete it by themselves. They can conduct case teaching through simulating garden bidding mode, and guide students to complete a series of teaching tasks such as bidding, design and construction in the case.

5.3.4 Establish a perfect teaching evaluation system

The achievement of teaching objectives must be supported by a matching evaluation system. In view of the teaching objectives, teaching contents and practice modes of different courses in landscape architecture specialty, the assessment method jointly formulated by professional teachers and enterprise representatives can be adopted for evaluation. Through the theory examination, field operation, practice report, design and defense and other methods, focus on the students' practical operation level, innovation ability and comprehensive quality assessment.

5.4 Equipped with high-quality professional garden teachers

The cultivation of innovative talents cannot be separated from the guidance of high-quality professional teachers, and the landscape specialty of vocational colleges should be equipped with a high level and high-quality teacher team. For example, Yunnan Urban Construction Vocational College is short of garden teachers, so the school should hire and train teachers who are engaged in the research direction and related education work of garden, so as to enrich the teaching team of garden major. At the same time, it is necessary to improve the practical ability of professional teachers and develop the characteristics of higher vocational education. According to the survey, many teachers of landscape architecture major, are after graduation from the university, directly into the post, they often have a wealth of theoretical knowledge of landscape architecture major, but in the specific practice operation, it is too short. Therefore, the school should encourage teachers and enterprises to strengthen contact, master the practical professional skills and the latest industry trends, broaden their horizons and improve their practical ability.

5.5 Compile unique teaching materials for landscape architecture in higher vocational colleges

Textbook, as the carrier of teaching reform, plays a vital role in the theory of teaching reform. For vocational college students in yunnan province cities construction landscape professional situation of the current teaching material satisfaction is not high, this paper argues that we should strengthen professional teaching material construction, innovating the teaching material content, the introduction of students like the teaching content, combining with the characteristics of the development of students and organize professional teachers and experts in-depth reform of the teaching material content, mining local content, higher vocational college is the unique garden specialty teaching, so as to improve the teaching effect.

5.6 Establish a student-oriented training program

5.6.1 Establish a student-centered teaching concept

The establishment of student-oriented teaching concept is to pay attention to the cultivation of students' ability. The theoretical basis of paying attention to the cultivation of students' ability is the theory of ability standard. Competence-based theory attaches great importance to the cultivation of students' ability, self-learning ability and self-evaluation ability, and attaches great importance to the diversity and flexibility of teachers' teaching methods. Give full play to the leading role of teachers, reflect the main position of students, pay attention to the communication between teachers and students in the teaching process.

Higher vocational education reform should not only reform the teaching content to make it suitable for the future development direction of students, but also reform the teaching method. It should not only make students know how to do it, but also let students know how to do it. On this basis, it should cultivate students' ability and improve their employment ability and even entrepreneurial ability. Change the role of students in the learning process, is no longer the passive receiver of knowledge, but the active construction of knowledge structure. Teachers should change the traditional teacher-centered teaching mode and become the teaching organizer and guide, guide students to express original opinions and cultivate students' innovative ability through questioning and solving questions.

5.6.2 Pay attention to the cultivation of students' employment and entrepreneurial ability

Graduates through the school period of learning to master the theory of landscape technology, after graduation on the job on the landscape industry in all aspects of familiar, it has realized the combination of theory and practice, for the future of their own business laid a good foundation. Through the investigation, it is found that many graduates who choose to start their own business often choose to start their own business after working in the landscape enterprise for several years. To this end, in the education of students should pay attention to the following aspects of education: one is at the beginning of employment, the choice of enterprises and positions do not take the salary as the only standard, but to see whether you can learn some things in the school can not learn; Second, while teaching students successful cases and learning their advanced experience, we should also teach some entrepreneurial failure cases so that students can draw some lessons from them. Third, we should emphasize that we should have appropriate work experience and be familiar with the working process before starting a business, so as to minimize the possibility of failure. Fourthly, I should improve my knowledge framework. Only with a complete professional knowledge system can I lay a good foundation for future employment or entrepreneurship.

CONCLUSION

The booming and rapid development of landscape industry has become a sunrise industry in our country, and higher vocational colleges are one of the main positions to deliver high-quality and highly skilled landscape professional reserve talents to the society, landscape education has a far-reaching impact on the training of professional talents and the development of landscape industry. Therefore, it is urgent to reform the landscape education in higher vocational colleges in order to meet the needs of the development of the industry and the society.

This paper USES the methods of literature, questionnaire survey, the urban construction in yunnan province to study the professional teaching status of vocational college, analyzes the school choose in curriculum setting, teaching material, teachers, teaching methods, practice teaching and other problems, and combined with the actual situation of the teaching reform of practical countermeasures are put forward. Starting with curriculum setting, the school should first determine the teaching objectives of landscape architecture major, constantly optimize the curriculum structure, adjust the curriculum system, and improve professional skills. In terms of teaching material construction, schools should compile unique teaching materials for landscape specialty in higher vocational colleges and deepen the teaching material construction with the orientation of employment. In the aspect of teaching resources, we should equip the high-quality professional garden teaching staff. In terms of teaching methods, teachers should use diversified teaching methods, such as field teaching, case teaching and simulation teaching to stimulate students' interest in learning. In the practice teaching link, the school attaches great importance to the combination of theory and practice, improves the students' ability to participate in practice, implements the practice teaching link and establishes the perfect practice teaching evaluation system.

Of yunnan city construction through the garden of the educational reform in vocational college has obtained certain achievement, in the reform process due to the limitation of time and research ability, this article also exists some shortage, in such aspects as research countermeasures, data is not comprehensive enough, the lack of wide range of empirical research and in-depth theoretical study, The research on the curriculum system and teaching material construction of landscape architecture specialty needs to be further strengthened and attached importance to. The purpose of this study is to provide certain theoretical and practical value for the education reform of landscape architecture specialty in China, in order to make up for the deficiencies of the education reform of landscape architecture specialty in China with the efforts of landscape architecture professionals in China, and to promote the overall development level of landscape architecture specialty in higher vocational colleges in China.

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INFORMATION AGE ON STUDENT MANAGING INNOVATION OF UNIVERSITY IN CHINA

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ABSTRACT

The implementation of college student management is an important guarantee for students to live and study in an orderly manner on campus.In the current rapid development of information technology, people into the information age, college students in thinking, learning, life and other aspects of change, natural university student management also needs to keep pace with the times, to ensure its role. Therefore, this paper takes the impact of the arrival of the information age on the management of college students as a breakthrough point, and makes a profound analysis of the problems exposed in the current management of college information students. And after the article put forward with targeted management innovation practice strategy.

Keywords: Information age,Student management, Innovation practice

INTRODUCTION

The deep integration of information technology and education makes the work in colleges and universities more intelligent and informational. As one of the important work contents of colleges and universities, student management is the basic condition for students to carry out their life and study in an orderly manner. Under the influence of many factors, such as the continuous expansion of college students' scale, student management also needs to follow the trend of information development and realize the innovation of student management. Therefore, this paper discusses the innovative practice of college student management in the information age, which has very important practical value.

2.The influence of information development on the management of College Students

2.1 Promotion of digital campus construction

Simply put, digitization is equivalent to the computerization of information collection and processing. At present, the digital campus that colleges and universities are pursuing is essentially a management system covering the whole campus, in which the media, the key points and the supporting points are the campus network, the informationization of the management and the information service of the information.[1]At the same time, the backbone network within the campus can be connected with the self-help terminals of various buildings to truly achieve the information development of student management, teaching, education and research work, and ensure that teachers and students can provide information services anytime and anywhere. In the process of realizing the development goal of student management information, colleges and universities connect the databases of many departments, such as administration and student service, with the help of intelligent computer system. On the basis of sharing students' management data, it greatly improves the speed and coverage of information dissemination, and to some extent promotes the construction of digital campus in colleges and universities.

2.2 Work carrier updated

In the management of students in colleges and universities, ideological and political education plays an important role in the cultivation of students' correct three views. The traditional management carrier of teacher-student conversation, telephone and broadcasting is no longer suitable for the requirement of time fragmentation in the information age. WeChat, Q Q and other social software, but also the development of information technology to a certain stage of the product, while changing people's social habits, but also for the ideological and political education work to provide a new carrier. Colleges and universities can set up their own WeChat public number, regularly release some ideological and political education content to students, to ensure that students can according to their own time arrangements to learn, and compared with simple theoretical indoctrination, can use information technology to transmit relevant pictures, videos, etc. The appeal will also be improved accordingly. In addition, in the process of solving the psychological problems of college students, we can also communicate anonymously through the establishment of the network psychological counseling room in colleges and universities, while avoiding the worries of students. Further improve the efficiency of student management.

2.3 Information islanding becomes easier to form

In the process of implementing student management in colleges and universities, relevant departments will apply different information systems according to their own work needs, and the systems between departments show an independent state. Even colleges and universities strive to integrate them into a complete student management system, but they neglect the effective connection between virtual network and real space because of excessive emphasis on theoretical aspects.[2]In addition, the student management system developed and applied in colleges and universities at different stages, because there are great differences in management rules, data and so on, which leads to the moderate system can not be effectively integrated, which increases the probability of the phenomenon of information island

3.Problems exposed in the management of college students in information age

3.1 Management philosophy failed to change scientifically

Even after many years of development, the informationization of higher education in China has achieved corresponding results, and the value of the whole society to the development of educational information has also formed a comprehensive cognition. However, in the leadership of colleges and universities, there are still some university leaders who regard the information development of student management as an embellishment of the development results of educational work. Unwilling to participate in the process of student information management decision-making. Under the influence of the lack of unified ideological understanding in the process of the development of student management informatization, the planning and organizational coordination of the corresponding system will appear unreasonable and unbalanced. This has a significant negative impact on the improvement of the utilization rate of all kinds of information resources collected by student management. In addition, some of the staff directly responsible for student management did not form the necessary understanding of the importance of the development of student management informatization, and were unwilling to actively learn professional knowledge and theoretical skills related to the development of student management informatization. Instead, the application efficiency of the generated student management information system is significantly reduced.

3.2 Management philosophy failed to change scientifically

At present, the continuous expansion of the enrollment scale of colleges and universities also makes the division of internal management organizations more and more meticulous. Colleges and universities have gradually tried to use various information technology means in the work of student management. However, due to the lack of professional managers in this area, the management level of students can not be improved synchronously with the development of information technology, and the changes in the structure of managers do not meet the specific needs of students' information development. So that the overall management technology is still based on the traditional administrative management. Even the colleges and universities in our country adapt to the continuous expansion of enrollment scale, further expand the scale of student management team, to a certain extent, strengthen the timeliness of student management. However, because these student managers have some problems in their ideological understanding, they still tend to talk face to face in the specific student management work.

3.3 The information development depth of student management is insufficient

In the process of gradually promoting the development of student management informatization, there is still a problem of insufficient depth of student management informatization development, which is mainly due to the fact that the student management departments within colleges and universities, in the process of designing the corresponding management system, simply start from their own business needs and ignore the business development needs of other related brother departments, which leads to the lack of coordination and effective connection between the student management systems, which ultimately leads to the lack of effective compatibility of the student management systems between the various departments, All kinds of student management data involved can not be effectively shared[3]In addition, in the process of developing student management systems, these functional departments simply attach importance to the current business development needs and ignore the changes brought about by the long-term development speed of information technology. As a result, the long-term needs of system development and upgrading are ignored in the process of system design and application, which directly reduces the adaptability of the system.

4. Deep innovation strategy of college student management in the information age

4.1 Modernization and information development of management concept

The implementation of any behavior needs to be supported by correct ideas. University student management with the help of information technology innovation, also need in the concept of innovation, development, determined not to use the traditional administrative management concept with the concept of information tools. In the process of continuous change and development of information technology, management began to pay more attention to people's individual development. As an optimized management concept in the development of information technology, the application of flexible management concept in student management work advocates following the law of students' physical and mental development, persuading students from the ideological level and promoting students' development in a democratic way So that they can consciously follow the relevant management system in their study and life. In other words, in the process of daily management of students, we need to completely break away from the previous preaching of the nature of administrative power. On the premise of respecting the personalized requirements of students' development, we should adopt the reasonable opinions of students in management, so that they can participate in the student management invisibly, which puts forward higher requirements for the professional quality level of the staff related to student management[4]. At the same time, in the process of developing information-based student management, colleges and universities often incorporate the recommendation system into the whole student management information system. The recommendation system can search, analyze and process specific data types in a specific database. While providing accurate information for users, it also takes the user's feedback as the basis to improve the data recommendation results in time. Therefore, it is not difficult to see that the main purpose of this system is to provide students with the required personalized information services. The introduction of this system is also a sign of the introduction of service recommendation concept in college student management. In short, relevant managers need to establish and always adhere to the concept of active service for students.

4.2 The informatization of management means should be improved and developed

The development of college student management information needs to focus on the improvement of traditional "one size fits all" administrative means. The introduction of information technology into the management of college students can help managers pay attention to the individual needs of students in the development at any time, and make their own development plan, so as to achieve the goal of fine management of students. In short, college student management personnel can use the comprehensive collection of student information, establish a perfect student personal electronic file, and timely solve the problems in their growth through communication on the premise of real-time update. In addition, college students are proficient in information technology and all kinds of mobile intelligent terminal applications. In order to ensure the smooth implementation of student management, colleges and universities can take the class as the basic unit to build a micro management platform for students in the class, so as to ensure that teachers can use this platform to convey information to students in time, or receive feedback from students, so as to provide guidance for students Provide support for continuous improvement of management.

4.3 The establishment of student management information technology system

The implementation of student information management must be supported by information system, but this system needs software and hardware as the basis. Therefore, domestic colleges and universities need to take the existing student information management system as the basis, the office system, wireless resources and so on, from the business needs of student management, to carry out deep integration. At the same time, we can further deepen the cooperation with information enterprises to improve the information level of student management.[5]At the same time, as a new product of information technology development, the Internet of things can be effectively applied in all aspects of student management. In short, the induction and identification equipment can be installed in the dormitory, canteen and other places where students often enter and exit, which has great value for the improvement of students' personal safety management and the convenience of daily life.

SUMMARY

College student management is also an important part of talent training, and it is also necessary to follow the development of the times and innovate. Under the premise of setting up advanced concepts such as flexibility and service recommendation, we should perfect the information management platform and carry out technological innovation in order to continuously improve the quality and efficiency of student management.

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CURRENT SITUATION OF ONLINE EDUCATION IN THE CONTEXTOF COVID-19 PNEUMONIA RESEARCH ON COUNTERMEASURES

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ABSTRACT

The novel coronavirus pneumonia epidemic in early 2020 is the most serious challenge facing mankind since the Second World War. Faced with the sudden novel coronavirus pneumonia, schools across the country responded to the call of the Ministry of education to suspend the course of study and actively carry out online live teaching activities. To some extent, online teaching has solved the education crisis of students' difficulty in returning to school under the background of epidemic situation and ensured the effective implementation of teaching progress, but there are still some new problems in terms of provide. This paper analyzes the advantages and problems of online teaching, which leads to the thinking of online teaching and puts forward the corresponding countermeasures, hoping to provide reference for improving the network information teaching in China.

Keywords: the COVID-19 Pneumonia epidemic, provide, Online Education, provide

INTRODUCTION

1.Research Background

At the beginning of 2020, the COVID-19 Pneumonia epidemic swept the world, this major public health emergency to the global economy, education and other levels of great impact and impact. In the face of the sudden outbreak, experts and scholars in the global medical field have struggled to overcome the difficulties, and have taken the time to study viruses and develop vaccines. In the context of the COVID-19 Pneumonia epidemic ,233 million students in China, unable to attend school on time. To this end, the Ministry of Education of China has issued an education policy of suspending classes and schools, and various schools and online education platforms have responded to the call of the state to carry out online education by means of online teaching. However, this way alleviates some educational problems to a certain extent, and also brings some opportunities and challenges to online educational marketing.

2.Current Situation of Online Education Marketing

2.1The epidemic is driving rapid growth in online education

Affected by the epidemic situation, the demand for online education in China has been further intensified, offline teaching activities have been restricted, schools and offline teaching and training institutions have been delayed, but students' learning needs have not been reduced. More energy on children's education, promoting the development of online education market. At the same time, because of the call of the Ministry of Education to "stop classes and not stop learning ", the recognition and trust of the online education model has been significantly improved, resulting in a large number of new users, especially the third and fourth tier city users, starting to pay attention to and try online education products.

2.2 Capital grabs the track, and the giants go in

Online education development potential appears, capital has seized the track. The data show that 113 investment and financing incidents occurred in the education industry in the first half of 2020, excluding the undisclosed amount, totaling 17.6575 billion yuan, with a total amount of 47.38 yuan higher than the same period last year. The financing events TOP10 basically concentrated in online education enterprises, among which ape tutoring with $1 billion G round of financing, the company valued at $7.8 billion.

2.3 Users favor the live broadcast teaching mode

Direct broadcast class has become a popular teaching mode in the era of online education. Direct broadcast 1 V1、 live small class and famous teacher class have become the three most popular online teaching modes. 1V1 and small class teaching have the advantage of teacher-student interaction and are recognized by parents with high quality teaching quality. The double normal University class of "teacher live video teaching + teaching assistant interactive answering questions" decomposes the teaching and supervision, while ensuring the teaching quality. Amplify excellent teacher capacity, reduce operating costs, effectively empower offline education institutions, but also gradually favored by students and platforms.

3.Lack of online course education

3.1 Lack of the strong learning atmosphere created by the traditional offline courses, students in the long online teaching process is easy to cause boredom, boredom and many other negative emotions, these emotions projected in the actual learning process of students, will lead to their learning enthusiasm is not high.

3.2 During the epidemic period, the biggest limitation of students and teachers' feedback in the process of online teaching lies in the aspects of network Catton, lack of clear picture and poor voice and video quality. These greatly limit the enthusiasm of students to learn.

3.3 Students' attention is easily attracted by things other than the teaching process. Software news such as a random pop-up can lead to distraction. Most of our students have general self-discipline, and there are not many users who can study the whole course from one to the end, so this requires students to be more demanding of themselves.

4. New Thinking and Course Marketing Strategy of Online Teaching in the Outbreak

Under the background of the epidemic situation of COVID-19 Pneumonia, online education needs to improve flexibility, mobility and intelligence, which is also the general direction of educational reform. Its core is the development of teaching resources and the improvement of teaching quality. From the overall point of view, the market competition in the field of online education is fierce. It is undeniable that the industry tuyere dividend is gradually weakening, but the demand for users is still very large, and the online education system has begun to extend more emerging industries. In the face of the wind attenuation of knowledge payment in 2020, the low rate of user repurchase and the serious homogenization of online courses, all brands in the education industry are looking for a new direction of development.

4.1 Keep up with the market, anticipate correctly and seize the golden window period

As a result of the epidemic, a large number of educational platforms turned to the field, occupying the first opportunity. NetEase platform is the first to see this opportunity to launch free learning online activities in Wuhan. Then many brands follow the changes of the market, adjust the strategic objectives, and gradually expand the mature system of offline education to online education. According to internal staff, in the free test phase, the platform has 600000 users online learning, these results from firmly grasp the golden window of market development, accurate prediction of online education tuyere. Use Internet innovative thinking, let more users enjoy the growth and progress brought by online learning.

4.2 Peer-to-peer participation, cross-border cooperation and better opportunities for development

2020 is not only the online education industry brand in the transformation and upgrading, many third-party industries are also making progress. Playing product courses on the Internet requires not only the support of content itself, but also the construction of service platform. China Publishing Group and other large publishers are also trying to cooperate with the education platform. CCTV official video channel, people's net official video channel, in this epidemic stage and online education brand strong link, spread a large number of high-quality knowledge courses, multi-industry cross-border cooperation expanded the influence of online education, but also for the transformation and development of traditional industries to provide new opportunities.

4.3 Attach importance to technology, cultivate content and transfer positive energy knowledge

With the arrival of 5 G, artificial intelligence and VR technology have developed rapidly, further promoting the application of online education in digital scenes. In the future, the industry will integrate more new technologies, resulting in a qualitative leap. The learning preference of Internet users is changing to the direction of intelligence. More and more users are more inclined to learn specialized knowledge. Online education platform can continue to cultivate content and excavate more interesting and valuable knowledge in vertical field. Enrich the user's sense of experience.

CONCLUSION

The sudden attack of the COVID-19 Pneumonia epidemic has brought a certain impact on the global economy, but it has also accelerated the pace of development and progress in many fields, from the panic at the beginning of online teaching to the calm and calm later. The online teaching under the epidemic situation also makes the teaching thinking change. In today's economic globalization, the future development of online education will gradually tend to artificial intelligence. Future education must be the game symbiosis between online education and offline education. Through the test of the epidemic, I believe that the major online education platforms will seize the opportunity to truly achieve a good online and offline symbiosis of the new normal.

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BODY MASS INDEX, BODY IMAGE, WEIGHT LOSS INTENTION AND EXERCISE BEHAVIOR OF COLLEGE STUDENTS

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ABSTRACT

This research is to discuss the relationships between the body mass index(BMI), body image, weight loss intention and exercise behavior of college students. The 858 students are taken as the research objects, and the testing tools include the basic personal information questionnaire, body image scale, weight loss intention scale and exercise behavior questionnaire. The results show that there is a certain correlation between BMI, body image, weight loss intention and exercise behavior of college students.

Keywords: shape; path analysis; obesity; exercise participation behavior

INTRODUCTION

1. 1 Research background and motivation

In the current social form with the pursuit of appearance, media, newspapers and street advertisements can receive the information related to perfect appearance. The previous literature has found the dissatisfied body image could lead to many subsequent problems and behaviors, such as eating disorder, overexercise or performing the liposuction in shaping institutions. As to the relationship between body image and weight loss intention or behavior, some researches show that women and young teenagers influenced by social culture and macro-environment pay much attention to physical appearance, thus taking unhealthy and more dramatic behavior to loss weight. The researches find that the students in dancing major with higher body image satisfaction have more serious problem in eating disorder, because they adopt the mode of eating disorder to control the long-term problems in shape and weight. Therefore, there is no definite conclusion between the level of body image satisfaction and the intention to control weight, which need to be further combed in this study.

According to the measurement index of fitness, the exercise with three times a week, every forty minutes and the exercise intensity ranged from 50% to 70% can effectively reduce the BMI. With the college students as subjects, the research related to the BMI(body shape) and exercise behavior finds that the two are not correlated. The research with college students as the research subjects finds that the person with higher BMI has higher exercise participation behavior. It seems that there is no conclusion about the relationship between the BMI and exercise participation behavior of college students in domestic universities, and it is also one of the motivation of this study to verify the association of the two variables. “Gender” is considered to be an important factor in many studies. A few days ago, the press reported “male beauty, beauty market in this life”, and the sales of male maintenance products are increasing at the present time. From this it appears that the gender difference in body image may have some changes with the times. In exercise participation, the exercise participation scale of female youth is far lower than that of male, which appears that women still have some intangibles in their participation in sports. From the level of daily physical exercise participation, the female college students belong to the physically inactive high risk groups, while physical education is their only chance to engage in physical activity.

1.2 Research objective

Investigate the BMI, body image, weight loss intention and exercise behavior of college students.The BMI, body image, weight loss intention and exercise behavior of college students are highly correlated.

RESEARCH METHOD

2.1 Research objective

The participants are the 858 college students of eight universities in the northern, central and southern parts of Anhui province of China, among which, there are 424 boys and 434 girls with the average age of 19.58, the average height of 168.68cm and the average weight of 63.6kg.

2.2 Research tools

The gender, age, height and weight of the participants are taken as the content of basic information in this questionnaire. The BMI calculated according to the height and weight of college students is used as the index of body shape classification, whose computational formula is BMI=weight(kg)/height(m)2.

2.2.1 Body image scale

This study only adopts the appearance-related subscale of multi level body and self relationship questionnaire, respectively as “appearance evaluation”, “appearance orientation” and “body satisfaction”. The results of exploratory factor analysis(EFA) of the scale showed that the total variation of three factors that can be explained is 69.23%, and their eigenvalues are respectively as 7.82, 5.48 and 3.31, which are bigger than 1. Factor 1: The load of "appearance evaluation" is 0.74 to 0.87; factor 2: The load of “appearance orientation” is 0.72 to 0.86; factor 3: The load of "body satisfaction" is 0.72 to 0.79. The above problems are greater than 0.39 absolute value, reaching the validity requirements. In reliability, alpha value is 0.88 to 0.92.

2.2.2 Weight loss intention scale

The weight loss intention scale in this study is the possibility of subjects to engage in weight loss behavior or intention during six weeks. The scale contains two items and adopts the design of 5 point scale, respectively as “extremely impossible”, “impossible”, “neutral”, “possible” and “extremely possible”. The higher the score is, the higher the intention of weight loss is.

2.2.3 Exercise participation behavior questionnaire

The questionnaire is partly revised for the content of sports participation, which has been widely used by domestic scholars. Its contents include exercise participation frequency, duration of exercise participation and exercise participation intensity. The higher the score is, the higher the degree of exercise participation is.

2.3 Data processing

Analyze the situation of BMI of college students by descriptive statistics. Analyze the difference between male and female college students in body image, weight loss intention and exercise behavior by testing the independent sampled. Test the influencing relationship between BMI, body image, weight loss intention and exercise behavior by path analysis.

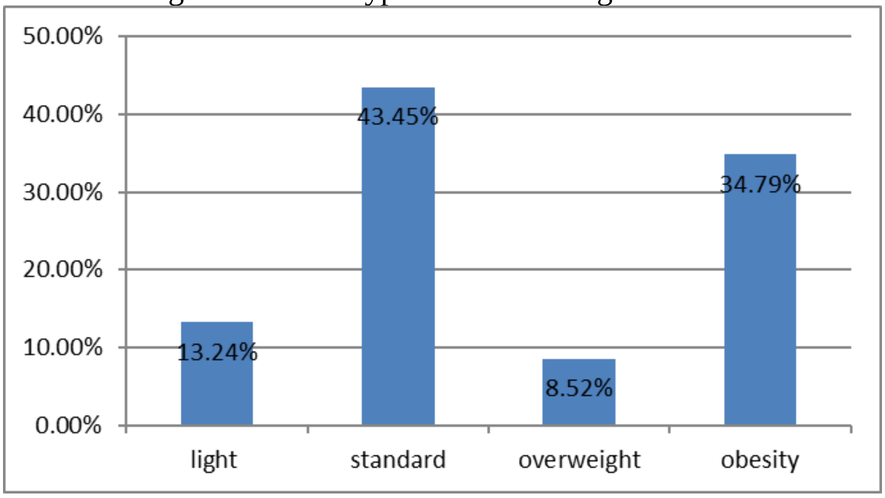
ANALYSIS AND DISCUSSION

3.1 BMI of male college students

As shown in Figure 1, in male college students, the light somatotype accounts for 13.24%, the standard somatotype accounts for 43.45%, the overweight somatotype accounts for 8.52% and the obesity somatotype accounts for 34.79%.

The results of this study find that in the four types of body, the male college students with standard size account for the majority, representing that most male students have the healthy body; but it is suddenly found that there were more than 30% of the obese boys, which is worth further thinking by the researchers, especially in the "metrosexual man" society, it needs to understand the problem thoroughly.

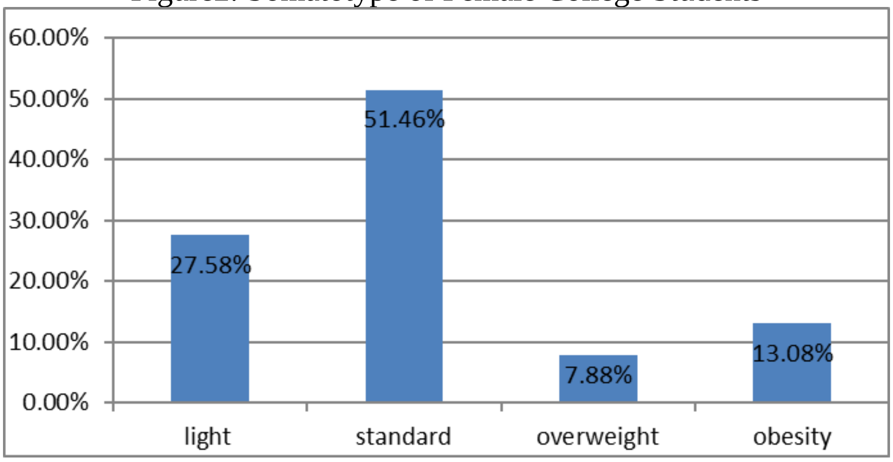
Figure 2:Somatotype of Male College Students



3.2 BMI of female college students

As shown in Figure 2, in female college students, the light somatotype accounts for 27.58%, the standard somatotype accounts for 51.46%, the overweight somatotype accounts for 7.88% and the obesity somatotype accounts for 13.08%. Compared with the related research results, the light somatotype accounts for the majority, while the obesity somatotype also accounts for the majority. This result shows that compared with the somatotype in the past researches, the female college students with light and obesity somatotype in this study are increasing.

Figure2: Somatotype of Female College Students



3.3 Comparison of body image, weight loss intention and exercise behavior between male and female college students

There is a significant difference in the weight loss intention of the male and female students(P＜0.5). Compared with male students, the result that the weight loss intent of female students is higher than that of male students is consistent with the results of other scholars.

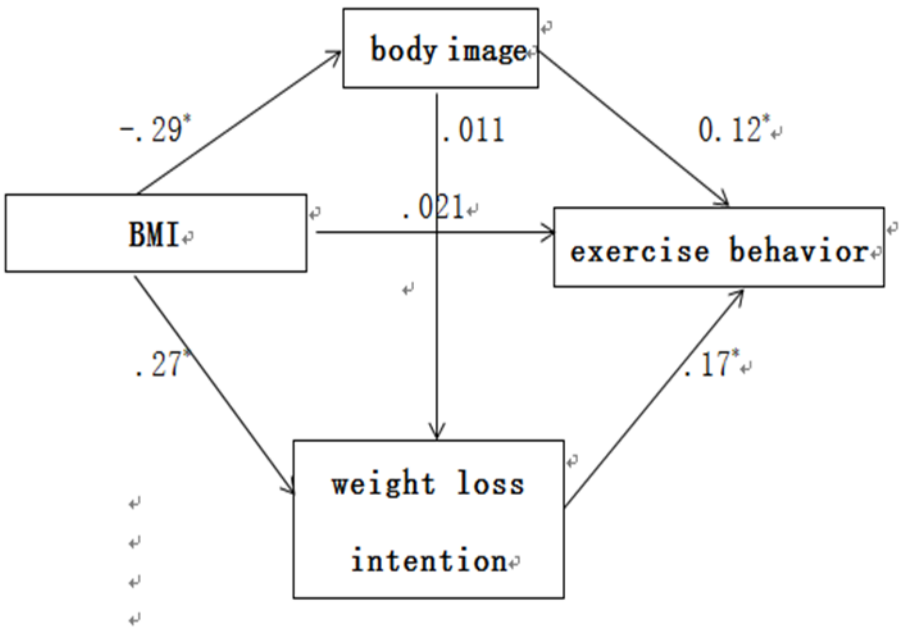
Table 1: Comparison of body image, weight loss intention and exercise behavior between male and female college students

	sex	**number**	**Mean difference**	**standard**	**t price**	**p price**
body image	man	424	3.28	.696	1.18	25*
	woman	434	3.18	.539		
weight loss intention	man	424	2.93	1.55	-5.76	.00*
	woman	434	3.67	1.12		
exercise behavior	man	424	9.87	8.58	2.62	0.11*
	woman	434	5.45	5.45		

3.4 The path of interactions between BMI, body image, weight loss intention and exercise behavior

The study finds that BMI, body image, weight loss intention and exercise behavior are interrelated.

Figure 3: Path of interactions between BMI, body image, weight loss intention and exercise behavior



CONCLUSION

4.1 Conclusion

The college students with standard size account for the majority, but the male college students with obesity somatotype account for more than 30%, and the female college students with light and obesity somatotype are increasing. There is no difference between male and female college students in body satisfaction; the weight loss intention of female college students is higher than that of male college students; the exercise participation behavior of male college students is higher than that of female college students. The higher the students' BMI is, the worse their body satisfaction is, while the higher the body satisfaction is, the higher the exercise participation behavior id. The higher the BMI is, the higher the weight loss intention is, and then the exercise participation behavior is higher. The BMI doesn't affect the exercise behavior, but it will indirectly affect the exercise behavior through the body image and weight loss intention. The body image doesn't affect the weight loss intention, but it will indirectly affect the weight loss intention through the BMI and the exercise behavior.

4.2 Recommendation

Physical exercise and weight loss are the subjects that are often faced at the present time, so the schools should offer the courses related to weight loss so as to avoid the use of inappropriate way to achieve the perfect image, such as the curvilinear sculpture, health and weight loss and other courses, thus educating the students to use the correct method and attitude to face the physical problems. Secondly, under the forceful implantation by the information about reshaping or appearance orientation, young people also should ponder whether they have focused on appearance while ignoring the inner, and advocate that the person with the strength both inside and outside can survive permanently in the future careers.

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RESEARCH ON THE PROBLEMS AND COUNTERMEASURES OF CHINA'S TRADITIONAL RETAIL INDUSTRY UNDER THE BACKGROUND OF NEW RETAIL MODEL

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ABSTRACT

With the development of The Times, information science and technology are also constantly innovating. Under this background, a new retail model arises at the historic moment. New retail means that enterprises, relying on the Internet and using advanced information technology such as artificial intelligence and big data, upgrade and transform the production, circulation and sales process of commodities, and strive to reshape the business structure and ecosystem. And further integrate online services with offline experience and modern logistics. In the past, people's research on the retail industry mainly focused on the traditional retail industry, that is, the sale of goods without the support of the Internet and information technology. In this paper, by means of literature research and case analysis, to the present new retail related literatures were collected, dimensional analysis under the background of the present new retail formats problems of China's traditional retail, and in the alibaba group's new retail practice, for example, to the Chinese traditional retail industry put forward reasonable suggestions for the purpose of this study.

Keywords: retail industry、innovation、suggestions

INTRODUCTION

As the forerunner industry and basic industry of national economy, retail industry plays an important role in meeting people's demand, absorbing social labor force and pulling GDP plays a key role. In recent years, with the slowdown of China's macroeconomic growth, the impact of e-commerce and the change of consumer demand, China's traditional retail industry is facing a bottleneck and a wave of bankruptcy. Data show that in the first half of 2015, a total of 121 major domestic retail enterprises (including department stores and supermarkets) closed down, and the growth rate of retail sales of enterprises above designated size and hundreds of large domestic retail enterprises gradually decreased from 14.8% in 2012 to 7.6%-3.2% in the first half of 2016, with the growth rate of retail sales decreasing year by year. On November 11, 2016 the State Council issued "views on promoting entity retail innovation transformation, points out that the entity retail in relation to the market circulation of commodities, to the prosperity of the market and the safeguard employment play an important role, so to guide the brick-and-mortar retailers rich product variety,improve service innovation,and accelerate the cross-border integration and adjust the business structure, constructing the new pattern of retail. Judging from the development status of traditional retail industry and national policies, China's retail industry is at the crossroads of innovation and transformation. Reviewing history, we can find that retail industry has undergone four revolutions: the first is the emergence of department stores, which broke the formative development of the front-store market and created a new experience model of open-shelf sales and self-service; The prologue of the fourth retail revolution is the emergence and promotion of e-commerce, which further reduces the cost of distribution and breaks through the time and space limit. After these four retail revolutions, the current operating situation of the traditional retail industry is not optimistic, while the flow dividend of e-commerce tends to shrink and the growth rate slows down. Under the current market situation and consumer demands, many brick-and-mortar retail stores begin to carry out bold reforms, and e-commerce giants are also speeding up the integration of online and offline. Jingdong, Alibaba, Amazon and other companies are actively creating offline channels to expand their business territory. The term "new retail" came into being as a result of various retail practices. The term "new retail" was put forward by Alibaba's Jack Ma, who said at the Hangzhou Cloud Conference in October 2016 that "there will be no e-commerce in the next 10 or 20 years, only new retail". Specifically, it refers to the close integration of online platforms and offline physical stores with modern logistics by relying on big data and artificial intelligence technologies to realize the transformation and upgrading of production, sales and circulation and establish a new pattern of retail industry. The emergence of new retail has its inevitability. On the one hand, it is due to the development of Internet technology. On the other hand, consumers are eager to combine offline experience with online convenience, so as to improve shopping efficiency and enhance shopping satisfaction. Based on the new retail environment, this paper focuses on the problems existing in the traditional retail industry under the new retail background and puts forward effective suggestions for the purpose of research.

LITERATURE REVIEW

2.1 The concept of new retail

"New retail" is a new business model that evolves on the basis of traditional retail and e-commerce, and it is an important direction of future retail reform. The combination of online and offline as well as the support of modern logistics has broken the boundary of the retail industry and will soon form a relatively perfect linkage system. Wang Kun and Xiang Feng (2018), based on the new retail practice dynamics of Amazon, Alibaba and Jingdong, explored the internal logic and critical path of the evolution of traditional retail to new retail, and proposed the "all-channel" extension of traditional retail + new channels and the "new retail wheel" of traditional retail + new technology. Ge Jinjing (2018) believes that there is a large market space for traditional convenience stores, but in order to gain competitive advantages in the new retail environment, it is necessary to enhance customer loyalty, carry out big data collection and cooperate with e-commerce giants based on their own advantages. Zhang Xiaotao (2018) analyzed the franchise enterprise management status quo and the online separation problem, so the author suggests in the context of new retail franchise enterprise should actively embrace the Internet, fully understand the characteristics of a new generation of consumer groups and enrich the database, strengthen the depth of fusion online, realize the whole channel management pattern .

2.2 New retail business model

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Through the network search, it can be said that foreign research on new retail is very rare, and the domestic research is also in the beginning stage. However, through some scholars' theoretical research on the concept, connotation, multi-dimensional causes and development path of new retail, it can be concluded that new retail is the trend of future retail reform.

2.3 Current situation of convenience store retail industry in China

2.3.1 Overview of convenience stores in China

GDP per capital is closely related to the life cycle of the retail industry. Per capital GDP reaches US $3,000 to enter the introduction period, and US $5,000 to enter the growth period. When GDP per capital reaches $10,000, industry competition becomes fierce. In 2008, China's per capital GDP reached US $3,000, and consumption patterns have become more personalized and convenient. The number of convenience stores nearly doubled in those years, from 13,567 in 2008 to 26,345 at the end of 2014, with an average annual growth rate of 11.7 percent. According to statistics, from 2015 to 2019, the sales scale of convenience store industry in China is increasing year by year, and the growth rate is slowing down year by year. In 2019, the sales volume of China's convenience store industry was 255.6 billion yuan, up 12.9% year on year. The number of stores in 2019 is 132,000. From 2015 to 2019, the number of convenience stores in China has been increasing year by year, with an annual compound growth rate of 10%. The number of convenience stores in China reached 132,000 in 2019, up 8.20 percent year on year. In 2019, the largest number of convenience store stores in China are EasyPass, Kunlun Hospitality and Meiyijia, each with more than 10,000 stores, followed by Tianfu with 5,019 stores, and Suning, Hongqi, FamilyMart, Lawson and other stores with about 2000-3500 stores. According to the survey data of CCFA convenience stores, the average daily sales per store of sample enterprises increased year by year from 2015 to 2019, and the growth rate slowed down sharply in recent years. The average daily sales per store in 2019 was RMB5,297, up 4.19% year on year.

2.3.2 Regional distribution of convenience stores in China

Influenced by comprehensive factors such as population density, residents' income and the change of consumption patterns, China's convenience store industry has formed three major markets: South China with Guang dong as the core, East China with Shanghai as the core, and North China with Beijing as the core. At present, Guangdong, Shanghai has become the base camp of convenience store channels, the most mature market development of the core area. Convenience stores also number more than 5,000. It was followed by Jiangsu, Zhejiang and Shan xi. The number of convenience stores between 1000-5000, the number of convenience stores in Hebei, Liaoning and Fujian between 500-1000, the number of convenience stores in the central and western regions of China is less than 500 or blank. This is mainly related to the differences in economic development, urbanization rate and marketization degree among different regions in China. Figure 1 shows the distribution of convenience stores in China in 2019.

Source: China Industry Information Network, 2019

Although convenience stores in China have entered a period of rapid growth, there are still differences in regional development. At present, the density of convenience stores in Guangdong, Shanghai and other major cities has been very high, the competition has also entered the white-hot stage. Central and western cities per capita GDP has reached the basic level of the development of convenience stores, but the development of convenience stores is still in the initial stage. The market capacity of the central and western regions of China is relatively large. It can be predicted that the development of convenience stores in China will gradually develop from the first-tier cities in the central and western regions to the second and third-tier cities.

2.3.3 Problems in China's traditional retail convenience stores

2.3.3.1 Traditional convenience stores are not competitive

Internet giants are competing for the offline market because of the saturation of the online market and the fading of the demographic dividend of the Internet. Tmall hasTmall1 stores, Jingdong has unmanned convenience stores, Suning Tesco has Suning stores and OK convenience stores. Internet giants have a natural advantage over traditional convenience stores, because Internet giants operate online for several years and have a huge user base, which traditional convenience stores cannot have. At the same time, Internet giants have been able to use big data to analyze the data of this region, so as to determine the structure of consumer demand in this region, and based on this, to purchase, arrange and sell goods. In this way, the inventory of goods will not be as high and slow as that of traditional convenience stores. All the advantages that the traditional convenience stores have, the new convenience stores have all the advantages that the traditional convenience stores don't have. In the case of I have people, people have I do not lower.

2.3.3.2 Excessive labor cost

The labor cost of traditional convenience stores is high. In order to meet the demand of consumers throughout the whole period of time, convenience stores generally implement three shifts. If it's a small convenience store, you need at least three people. If the convenience store were a little bigger, you might need two or three people in a shift. The turnover of a convenience store is generally 160,000 yuan, and the gross profit rate is about 35%, which means that the gross profit of a normal size convenience store is 56,000 yuan. According to the different wage levels in different places, we calculated the wage level of a convenience store in a second-tier city of 3,000 yuan, and the labor cost of a convenience store of 9,000 yuan accounted for one sixth of the gross profit margin. It's already very expensive and the labor costs are going up every year.

2.3.3.3 Convenience stores are still not convenient enough

In today's "lazy economy", consumers have become accustomed to having goods delivered to their homes with the click of a finger. Many shopping malls and supermarket chains have launched online orders and then delivered home business. However, traditional convenience stores still require consumers to go to the convenience store to pick up the goods themselves, which is still a little inconvenient for consumers.

(1) The profit model of convenience stores is single

Traditional convenience store on groceries and some top-up payment services to gain profit, the profit model is single and gross profit margin is very low, combined with the increasingly high human cost and the rent, bad convenience stores can be difficult to sustain a lot of places, even some large convenience store, the high human cost and the rent is also a big burden.

(2) Convenience stores have a single brand of goods

Convenience stores have a small area, but at the same time they require a wide variety of goods, which will inevitably lead to a result, that is, the variety of goods in the convenience store brand is single. When consumers buy goods, there are less opportunities for them to choose, which is not good for the shopping experience of consumers.

A CASE STUDY OF ALIBABA’S NEW RETAIL PRACTICE

The core of new retail is the restructuring of business model. Looking at a series of actions of e-commerce giants in recent years, since the strategic cooperation between Alibaba and Suning in August 2015, the two sides have promoted synergies in e-commerce, logistics and value-added services as planned. Suning has performed strongly since entering Tmall's flagship store, with its GMV in the fourth quarter more than tripling from a year earlier. Over the past year, Alibaba has invested in the layout of Hema Xiansheng, Yintai, Bailian, Suning and Sanjiang, and even opened the first unmanned supermarket "Tao Coffee" in Hangzhou in July this year, which fully entered offline stores and laid out new retail outlets.

3.1 Store name "Hema Fresh"

"Hema Fresh" is the most representative sample of new retail business form incubated by Alibaba. For the retail industry, especially the fresh retail industry, Hippo Fresh has the typical significance of destructive innovation of the typical business model. It is the benchmark enterprise of the current new retail industry and has the sample significance. First of all, "Hema Fresh" is driven by big data. For example, "Hema Fresh"makes use of Alibaba's big data analysis to select the location of its stores, and delimits the target population based on this, so as to accurately select the location for different consumer groups. Judging from the current layout, most of the sites of "Hema Fresh"are located in high-end shopping malls and supporting middle and high-end residential buildings, accurately delineating the young Internet consumer groups aged 25-35. In terms of purchasing, "Hema Fresh"also uses big data to analyze demand and accurately obtain demand to control its storage and supply. Secondly, from the perspective of store organization structure, "Hema Fresh" is not only an O2O enterprise in the traditional sense, with online sales as the main part and offline sales as the secondary part. Offline store experience is the foundation and innovative highlight of Hema Fresh. Online stores not only provide experience services, but also serve as the storage, sorting and distribution center of the online platform Hema APP. One location, two uses. This mode effectively connects online and offline businesses, aiming to meet the needs of consumers within 3 kilometers of the surrounding area for fresh food procurement, catering and life and leisure. At present, it seems to be quite effective, attracting a large number of urban petty capital consumers.

3.2 Unmanned Supermarket

Unmanned retail as an important layout of Alibaba's new retail, has been into reality. Since July, "Tao Coffee", an unmanned supermarket, has appeared in Hangzhou. Without any salespersons, you only need to scan the code with your mobile phone to enter the supermarket to buy goods, and then pay the bill automatically No manual work. Tao Coffee innovatively combines artificial intelligence, vision sensors, pressure sensors and Internet of Things payment technologies. the integration of retail supermarket completely subverts the traditional supermarket retail format, which is a typical destructive innovation exploration and attempt. Similarly, Alibaba's announcement that it will launch a driverless car supermarket in the market at the end of 2017 is a disruptive innovation and subversion of the traditional car sales model.

SUGGESTIONS FOR CHINA’S TRADITIONAL RETAIL INDUSTRY

New retail is the general trend, the traditional convenience stores need to meet the tide to complete their own reform and upgrading. Reform and upgrading cannot be accomplished overnight. It requires all-round and directional steady transformation.

4.1 enhance their competitiveness

4.1.1 Build an APP or micro store.

Consumers have begun to pursue the convenient consumption experience of choosing, placing and receiving goods freely. Giving consumers an environment where they can shop without leaving their homes is a successful start. Convenience stores not only need to build an online shopping platform, but also need to carry out some holiday marketing and promotional activities from time to time. To carry out some marketing activities can not only improve their popularity but also increase sales. Finally, convenience stores also need a special marketing means, that is to build a membership system. Customer consumption to a certain amount, can become a member member price and discount, after all, consumers still like to be able to buy some more favorable goods. A mature membership system can help a convenience store attract new customers, retain existing customers, and enhance the appeal of its own brand. Convenience stores in the past are consumption is a single business, now the convenience store needs to complete a single order to gain a customer.

4.1.2 Big data should be used to analyze the consumption demand structure of our own sector

Big data should be used to analyze the consumption demand structure of our own sector, so as to predict which commodities have good sales prospects, which commodities have unmarketable risks, and which brand of products consumers prefer. Using big data to make a reasonable planning of their inventory structure, so that their capital can get a fast turnover. But customer preferences are not fixed, and convenience stores should be analyzed every once in a while, preferably once a month.

4.2 Reduce labor costs

Use new technology, implement 24 hours unmanned convenience stores, replace manpower with intelligence. The main new technologies include the Internet of Things, artificial intelligence, intelligent identification, smart supply chain, smart access control, mobile payment, smart stores, etc. Consumers first scan the QR code from the smart access control to enter the convenience store. The Internet of Things transits the information of the goods you buy to the Internet through RFID for artificial intelligence processing. Finally, payment can be made through mobile payment. Smart stores can also make intelligent early warning for the goods that are about to expire, and then intelligent robots can unload and replenish the goods, so as to ensure the safety of food. This set of process can completely avoid the use of manpower, greatly reducing the cost of manpower.

4.3 Logistics outsourcing increases convenience

In the distribution of this piece of convenience stores do not have to create a distribution team, because convenience stores are small profits but quick turnover, their own a list only earned 10 yuan but need to use 5 yuan to distribute, which violates the nature of business. Convenience stores if the establishment of their own logistics system, then the logistics cost is not breakthrough. Therefore, convenience stores can outsource the business of distribution. Consumers place orders at home, and there are dedicated deliverers who can deliver the goods to their doorstep. Convenience stores should strive to become a "shopping point + logistics center". Customers place an order at home, and the deliveryman picks it up from the convenience store and delivers it to the customer's door. There's a convenience store every 300 meters in the neighborhood. For deliverers, it is not particularly difficult to deliver door-to-door in a specific area.

4.4 Single profit model has become one of the problems hindering the development of convenience

convenience stores need to change their profit model. Compound convenience stores can solve this problem perfectly. "Convenience store + light catering", "Convenience store + bookstore", etc. Convenience store can be combined with too many industries. In this era of takeout, a convenience store that also has a food and beverage side of the business can add revenue. One store investment, multiple store revenue, so the convenience store profit channels expanded. In addition, this kind of compound convenience store can also provide WiFi services to give consumers a better on-site experience. Such convenience store has more potential. Rosen, one of the traditional convenience stores, has developed a successful "convenience store + fruit store" partnership with Xianfeng Fruit.

4.5 Increase the number of brands by relying on online shopping malls and supply chains

Convenience stores have limited space in real life, but online stores have unlimited space. Convenience stores can analyze consumers' favorite brands according to big data and thus enrich the brand categories of goods. At the same time, convenience stores can analyze not only domestic brands but also foreign brands, using online store space to display and sell goods from all over the world. But it is not easy to sell goods from all over the world, which depends on a strong supply chain. The traditional convenience store supply chain is not feasible, because from the manufacturing of products to the terminal need to go through 4 to 6 links and this channel is very lengthy, coupled with a wide variety of brands, which brings a lot of risks to the traditional convenience store. But if you rely on a smart supply chain, it's much easier to sell goods around the world. Because the smart supply chain starts from the perspective of consumers, it first analyzes what kind of brands consumers need through big data and then designs the supply chain. This supply chain is flexible and very precise. At the same time, the smart supply chain will always collect end-to-end data. Convenience stores can manage data throughout the supply chain so that convenience stores can respond to changing consumer needs and make changes to the supply chain in a timely manner. Convenience stores After 20 or 30 years of development, convenience stores in China have been learning the "convenience" of Japanese convenience stores. However, due to the rapid development of e-commerce and takeout platforms in China, the "convenience" feature of convenience stores has been greatly impacted. The Japanese model of development is no longer feasible in China, and even the three big Japanese convenience stores have begun to change. With the rise and popularization of artificial intelligence and Internet technology, every convenience store should pay attention to the application of new technology and big data, so as to understand consumers through big data and provide better services to consumers with new technology, so as to meet consumers' personalized needs to the greatest extent. In the context of the new consumption era, the traditional convenience stores need to "self-help", technology, intelligence, data is the general trend. Traditional convenience stores should adapt to consumption upgrading.

CONCLUSION

etail enterprises should carry out timely reform and transformation, so as to conform to the trend of The Times, so that the retail industry reborn. So entity stores or electric business enterprise should be more open attitude to join the new retail landscape, ongoing service innovation, improve efficiency of retail, meet consumers multidimensional consumer demand, to provide more humanized service, fully display the respect and concern for consumers as well as to the details of the control, in order to break through the development of the retail in order to gain market share under the new retail environment, retail enterprises need to establish an omni-channel marketing model, that is, by means of multi-channels platform provides consumers with more convenient shopping places and shopping time, creating an undifferentiated online and offline service experience. Moreover, we should attach importance to relationship marketing and new customer management supported by the Internet and big data.

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THE INNOVATION OF SMEs MANAGEMENT UNDER THE BACKGROUND OF "INTERNET +"

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ABSTRACT

Management innovation is the basic driving force for SMEs to achieve healthy and sustainable development. Especially in the new era of rapid market economic changes, how companies achieve leapfrog development through innovative management methods is the key to their core competitiveness and future development. With the further improvement and maturity of Internet technology, enterprises at this stage have officially entered the era of network economy, and the business environment of enterprises has undergone earth-shaking changes. Under the background of the network economy era, if an enterprise wants to win a place in the increasingly fierce market competition and have more competitive advantages, only continuous innovation can be achieved. Among them, business management innovation is the substitute and foundation of enterprise innovation, so this background is deeply explored The innovation of business management is of great significance to the stable development of enterprises.

Keywords: Innovation management; Internet; SMEs

INTRODUCTION

1.1 Background

Operation management is the most core work in the daily business activities of an enterprise. In the emerging Internet era, business economic management is facing new opportunities and challenges. It is particularly important for small and medium-sized enterprises to seize development opportunities in the Internet tide.

With the continuous progress of the economy and the increasing development of society, in order to ensure that small and medium-sized enterprises obtain better development opportunities and meet the development needs of the new era, small and medium-sized enterprises should focus on innovative management methods and abandon traditional management methods. In an important stage of development, SMEs, based on the results of the situation analysis, determine the management innovation development strategy that suits their own development conditions and needs, so as to effectively improve the economic benefits of SMEs and achieve the goal of healthy development.

1.2 Problem statement

It has been nearly ten years since the concept of "Internet +" was put forward. During this period, the integration of various industries and the Internet has been gradually completed. The blessing of the Internet has played a role in promoting industry innovation and enterprise transformation and upgrading. However, some small and medium-sized enterprises are not yet mature in "Internet + management", so that the traditional business management model has affected the operation efficiency of the enterprise, reduced the overall competitiveness of the enterprise in the industry, and affected the development of the enterprise.

1.3 Research questions

This article analyzes the environment that SMEs face in the "Internet +" era of operation and management, and explores the path to improve their management level in order to stabilize the development of the enterprise.

1.4 Research purpose

Improve the market competitiveness of enterprises and promote their development. Adapt to the development needs of the new era and achieve the goal of healthy development of the enterprise.

LITERATURE REVIEW

2.1 Promote the development of enterprises

The improvement of the market competitiveness of enterprises is the key to improving the production and operation of enterprises, and it is also one of the main ways to reduce the inequality of market share between small and medium-sized enterprises and large enterprises. Compared with large enterprises, small and medium-sized enterprises have a wider impact on society, and their service functions have gradually expanded. If the economic management ability of the enterprise can be improved in the current development, it will be able to promote the overall development of the market economy in our country, so as to provide better services for people's daily work and life. From the perspective of long-term development, small and medium-sized enterprises themselves have great potential for development. Small and medium-sized enterprises provide the society with more social service opportunities and employment opportunities. From the perspective of resource development, SMEs have certain employment resources. Effective operation and management measures can help companies carry out efficient cost control and operation management, and maximize the utilization of existing resources. This will have a very important impact on the overall development of the regional economy.

2.2 Promote regional economic development and improve market economy construction

From the current development trend, small and medium-sized enterprises have certain development advantages. Small and medium-sized enterprises are widely distributed in small and medium-sized cities, and there are still certain differences in geographical location and regional economic conditions. In the process of improving the level of operation and management and management awareness, the development of the enterprise has been rapidly improved, which has led to the development of the regional economy and effectively narrowed the gap between urban and rural areas. In addition, the development of small and medium-sized enterprises is more flexible and has certain potential in talent absorption and technological innovation. The improvement of management ability has effectively promoted its own development and improved social production technology.

2.3 Problems in the management model of SMEs under the Internet background

There are entry standards for enterprise application of Internet technology. This is also the requirement of the Internet for enterprises. In the actual management process, SMEs still have the following problems: Through interoperability, the management of SMEs can play a more active role and make them The efficiency and mode of operation, management, service and cooperation are more flexible and effective. However, many small and medium-sized enterprises in our country lack openness in the process of applying modern information technology, which makes them unable to adapt to the needs of the rapid development of "Internet +".

RESEARCH METHODOLOGY

3.1 Literature research method

This article is mainly through the China Journal Net and other network means and libraries to search for information and literature, which can provide an important academic theoretical research foundation for the research of this article, and will also have an important reference, nspiration and guidance for the main research methods of this article.

CONCLUSION

The advent of the Internet age has put forward higher requirements for the management of SMEs. SMEs must actively explore more scientific, standardized and efficient management models, and strive to play a more active role in the application of modern information technology, and promote The management of SMEs has entered the track of scientific, healthy and sustainable development.

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BUSINESS MODEL MANAGEMENT OF CROSS-BORDER E-COMMERCE

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ABSTRACT

Since the beginning of the 21st century, Internet technology has developed rapidly. Internet terminal application software has brought people's lives a lot of subverting traditional experiences. Due to the development of the Internet and the arrival of big data, business models and business changes have been changed in different fields. In academia, many researchers are concerned about how to better apply big data in business model innovation. This article analyzes the domestic and foreign research results of business model innovation through the literature induction method, analyzes and summarizes the business models of traditional cross-border e-commerce, and tries to summarize the problems.

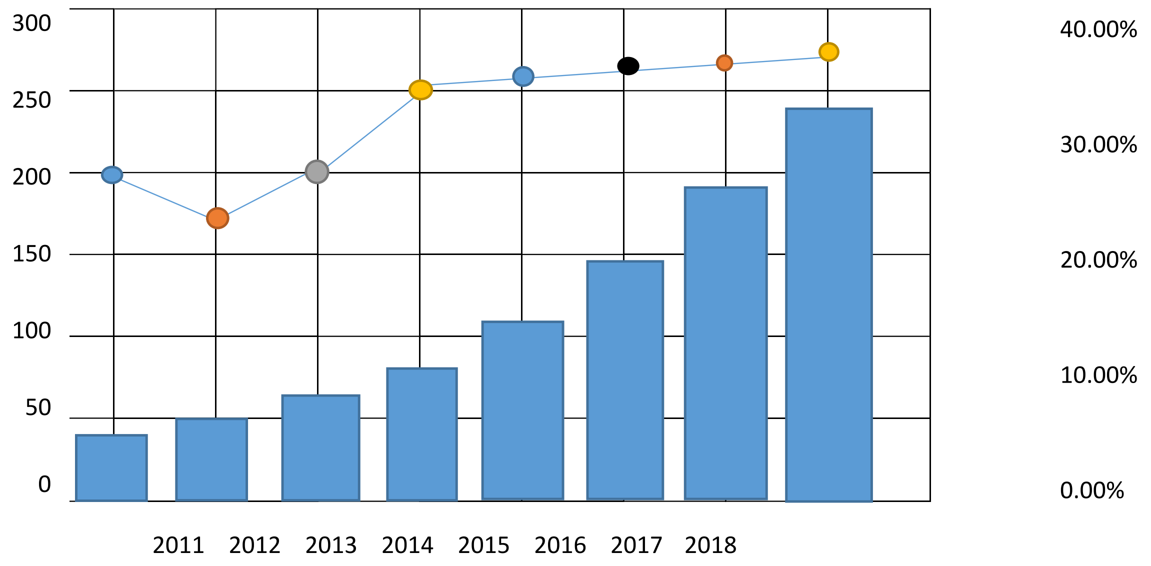
Keywords: Business Model Innovation, Big Data, Cross-border E-commerce

INTRODUCTION

With the rapid development of the Internet, more and more companies have entered the era of the big data explosion. Internet data is progressing rapidly at an annual growth rate of 50%. China's big data is still in its infancy. The management master "Peter Drucker" say： I believe that the business model has a very important position in the company's value chain, guiding the company to develop surplus value, and it is proposed that the business model can define the way the company obtains and creates value. I believe that the business model can be called enterprise adoption Products or services provide value to customers, and business model innovation refers to changing the basic logic of the formation of corporate value, enhancing the value of products and services and the competitiveness of enterprises.

With big data as the background and cross-border business models as the research object, it is hoped that through research based on big data, enterprises can better adapt to market changes and the rapidly developing Internet economy in the process of business model innovation.

"China's Big Data The marketing scale has exceeded 10 billion yuan since 2015 and reached 25.86 billion yuan in 2018, with a growth rate of 37.2%." China IDC Industry Development Report 2017）



2011-2018 China's big data market size (100 million)

1.1 Research background and significance

1.1.1 Research background

Big data has entered people's lives and has also become a well-known concept in business. "Big data is based on a multi-structure, cross-domain and massive data analysis generated by the decision-making process, business model, educational philosophy, lifestyle and conceptual changes in the synthesis of changes, it is not only some changes in technology and demand, but represents A new concept". "Born for data", ZhouTao, 2016.4)

Based on this new concept, people no longer simply think that data is not zero or one, It has successfully changed our way of life, and is constantly subverting some traditional concepts. Especially in cross-border, In the e-commerce field, we have seen the success stories of industry giants such as JD.com and Amazon.

There are still various degrees of drawbacks in the operating mode.

Although the sales are relatively high and the brand strategy has obvious advantages, its resource allocation and operating procedures are relatively unreasonable. The advantages of big data analysis can be further used to understand the needs and changes of consumers, based on market segmentation strategies.

Resource reorganization and operation optimization can ensure the efficient operation of the supply chain without causing product backlogs and supply chain abuses, Operating losses caused by the end.

1.1.2 Research significance

Everyone has different definitions of business models. Based on the summary of business model definitions, this article hopes to find out the impact of big data on business model innovation and the role of business model innovation through conceptual research on the business model. Extension to cross-border e-commerce. E-commerce is a new economic format that has developed rapidly in recent years. Under the promotion of China's new policies, the marketing platform and marketing methods of cross-border e-commerce have undergone great changes. Big data is the development and development of modern science and technology. People's increasingly personalized needs.

Based on the above explanations, this article takes cross-border e-commerce companies at home and abroad as the research object, analyzes the problems of their existing models, combines the current big data theory and its application in business model innovation, and adopts the theory of business model and business model innovation. Reasonable literature summarization and scientific theoretical research, put forward the business model elements of value proposition and value formation logic, resource combination, operation process and interface model, and hope to summarize and put forward the business model innovation research in the field of cross-border e-commerce in my country at this stage. The research direction that has reference significance.

RESEARCH METHODOLOGY

2.1 Literature induction method:

This article comprehensively consults domestic and foreign related literature and works on cross-border e-commerce business model innovation from academic literature databases such as books, books, thesis websites, combined with Baidu Academic, Google and other search engines, and seeks common ground while reserving differences. "Cross-border e-commerce" and "business model" are specified in this article.

As “Michael Schönberg ”said, "Big data itself is a business model." We need to pay to find information on the Internet, to download music, we need to buy copyright, and to watch videos, we need to buy members. There are industry data analysis reports in many industries. , Precision marketing analysis data, etc, we can get related consultations by finding various data companies for a fee, This shows that data itself has value. Although it exists virtually, we cannot ignore the products and services that are made up of zero and one around us. In fact, in our daily lives, many of people's online transaction behaviors, product usage habits, driving routes and other activities can be digitized, and big data technology can integrate these data for comprehensive data analysis and in-depth data mining. Therefore, under specific circumstances, data modeling is used to simulate and predict the purchase habits and travel methods of customers under different variables, and what kind of program implementation of the company can achieve a higher rate of return, and the probability of success of the investment project High, whether there is a potential risk and make a plan. Through the application of big data technology, companies can segment customer groups, analyze the reasons for customer loss, analyze customer behavior, analyze cost composition, conduct financial analysis and risk prediction, and then provide professional and personalized products based on the results of the analysis. And services, using its own data accumulation and external mass data to carry out targeted precision marketing, so as to meet the individual needs of customers at this stage at a very low cost of data analysis in the era of relatively small data, and further realize the economic value of the company and the society. value. Big data technology is derived from the continuous development of Internet technology. Compared with traditional data processing technology, big data technology has become faster and more accurate in processing massive data, and the cost of data analysis is lower. Big data visualization technology Makes the operation and decision-making process of the enterprise more streamlined, accurate and visual. The segmentation of customer portraits by big data analysis enables companies to provide designated products and services according to the individual needs of customers. The introduction of big data technology can make companies more efficient in resource allocation. Dynamic real-time data analysis can enable companies to balance production and sales, reducing or even avoiding business risks and product backlogs. On the whole, the impact of big data technology on the business model of an enterprise is all-round, involving all aspects of the business model of the enterprise. It can be seen that the mastery of big data technology by the enterprise is fundamental to the innovation of the business model and business model of the enterprise.

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EXPLORING THE ROLE OF OPEN INNOVATION IN SUSTAINABLE TOURISM DEVELOPMENT

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ABSTRACT

Purpose: This study explores the influence of open innovation (OI) on sustainable tourism development (STD) of Thailand. Specifically, the article focuses on the community-based work in Bangkok.

Methodology: A mixed-method is used, and the population is academic of universities in Bangkok. First, a structured interview is carried on, which gives the fundamental description of the application of OI in STD. After that, a questionnaire is used to do the survey and gather data from samples. The sampling is random by randomly picking some professors from the tourism department. The software SmartPLS is applied to data analysis.

Findings: OI has a positive influence on sustainable tourism (ST), and it helps the ST in Thailand move towards a better direction.

Conclusion & limitation: Open innovation plays a role in promoting sustainable tourism development in Thailand, but how to make it work better requires further research. In addition, this research is only for the Bangkok area, and its applicability to other areas needs further exploration.

Originality/value: This study contributes to OI and ST studies by linking them together, which is rare in those areas. At the same time, there is seldomly research about this topic in Thailand, which can inspire other researchers interested in these two topics.

Keywords: OI, ST, community, SmartPLS

INTRODUCTION

Open innovation has become an important phenomenon over the last few years and it's a widely used concept in practice and theory. Tourism, one of the biggest industries, with a highly saturated market organized largely in traditional ways, appears to have reached its limit. This article tries to explore the application of open innovation in tourism of Thailand.

1.1 Background of the study

Open innovation is defined as the systematic exploration, retention and utilization of knowledge within and outside the organizational boundaries in the whole innovation process (Lichtenthaler, 2011). It has become a widely used concept in academia, business and policy making (Bogers et al., 2018). Open innovation is the use of purposeful knowledge inflow and outflow to accelerate internal innovation and expand the market for external use of innovation (Cheng & Huizingh, 2014). Open innovation also includes the use of ideas and IP to bring them to market faster than competitors. Thus, the open Innovation principle describes how to best deal with strategic assets to meet market and company needs (Gassmann & Ellen, 2004). At the heart of open innovation is the ability to create an ecosystem in which people, organizations, and departments can contribute to co-creation (Bogers et al., 2018). The open innovation process involves multiple internal and external technology sources and multiple internal and external technology commercialization channels (Lichtenthaler, 2009). There are three core open innovation processes: (1)The outside-in process: by integrating suppliers, customers and external knowledge resources to enrich the company's own knowledge base, the innovation of the company can be improved. (2) The inside-out process: the external use of ideas in different markets, selling intellectual property and increasing technology by spreading ideas to external environments. (3) The coupled process: Connecting the outside-in and inside-out by forming alliances with complementary companies. Subsequent whole value chain thinking and new business models make this core process possible (Gassmann & Ellen, 2004). There are two general approaches to open innovation: first, a more exploratory approach leads to the emergence of an innovation process. The second approach is to conduct targeted, scheduled search campaigns to leverage the resources of nonprofit partners (Enkel et al., 2009).

Tourism is an important source of economic growth as well as foreign exchange earnings and job creation (Law et al., 2019). The productivity of tourism affects economic growth and there are spillovers between tourism and other sectors due to the externalities of physical and human capital and public services. When the productivity of the overall economy increases, the growth of inbound tourism demand exceeds that of domestic tourism, and when the productivity of the tourism sector increases, the growth of domestic tourism consumption exceeds that of inbound tourism consumption (Liu & Wu, 2019). Tourism practitioners want to increase productivity to produce more output, destination governments seek to increase the productivity of their tourism markets to drive economic growth, and scholars are interested in how tourism productivity affects economic growth (Liu & Wu, 2019).

Thailand is an emerging economy that is highly dependent on exports (Aseanbriefing). As one of Thailand's pillar industries, the contribution of tourism to GDP is hard to ignore. Thailand relies heavily on Chinese tourists to achieve its tourism revenue goals, but since the opening of the borders of Vietnam, Cambodia and Laos, competition has intensified (Wikipedia). With the strengthening of people's awareness of environmental protection, how to ensure the sustainability of the tourism industry has become a problem that all classes of Thailand need to take seriously.

1.2 Problem Statement

There are problems with tourism today. Obviously， it is obsessed with growth, which is inconsistent with the sustainability goals(Mihalic, 2016). Sustainable tourism refers to "a form of tourism that can sustain the viability of an area indefinitely"(Higgins-Desbiolles, 2018). The principle of sustainability of tourism deals with the environmental, economic and socio-cultural aspects of tourism development, and an appropriate balance must be struck between these three aspects in order to ensure its long-term sustainability. Sustainable tourism development requires the informed participation of all stakeholders and strong political leadership to ensure broad participation and consensus-building. Achieving sustainable tourism is a continuous process that requires continuous monitoring of impacts and, where necessary, taking the necessary preventive and/or corrective measures. Sustainable tourism should also maintain high levels of visitor satisfaction and ensure that visitors have meaningful experiences that raise their awareness of sustainability issues and promote sustainable tourism practices within them（UNWTO）. However, tourism is not moving towards sustainability. As powerful interests continue to resist the changes needed, we are confronting a serious problem (Higgins-Desbiolles, 2018). Sustainability theory is increasingly trying to incorporate utilitarian ideas into welfare, but the ideal form of tourism development is a form of utilitarianism that does not harm the well-being of local people (Kay Smith & Diekmann, 2017). Sustainable tourism requires a keen engagement with the limits excluded by the current consumerist culture and pro-growth ideology (Higgins-Desbiolles, 2018). Consensus on the effectiveness of sustainable tourism development remains elusive and difficult to implement in practice. Tourism stakeholders are slowly adopting sustainability practices. It is worth noting that the tourism sustainability debate focuses on the destination level of companies, not the micro level (Mihalic, 2016). The Tourism ministry has focused its attention on the marketing agenda. The objectives of its tourism strategy are outlined in dollar, growth and employment indicators. In this case, economic sustainability trumps all other aspects of sustainability (Higgins-Desbiolles, 2018). Despite more than 30 years of research focusing on sustainable, environmental and related tourism, and many strategies and interventions to balance the tension between tourism growth and development, tourism is more difficult to achieve sustainable development than ever before (Saarinen et al., 2017). In our efforts to achieve meaningful sustainability, it would be helpful to incorporate a diverse cultural perspective into our programmes (Higgins-Desbiolles, 2018).

However, research, documentation and actions on sustainable tourism have recently been increasingly accompanied by the concept of responsible tourism (Mihalic, 2016). Responsible Tourism is a tourism initiative aimed at achieving good tourism business opportunities by enhancing the holiday experience, improving the quality of life of local residents, social and economic benefits, and protecting the natural resources of tourist destinations. But most studies are conducted from the perspective of tourists or service providers.The real benefits of responsible tourism can only be realized if local communities realize that activities related to responsible tourism initiatives can create beneficial destination sustainability and improve quality of life(Mathew & Sreejesh, 2017). We must understand and manage tourism in terms of a broader operational system. It is also important to understand that tourism is an important player in the unsustainable nature of the current growth model and the consumerist cultural ideology that underpins it. The impact of unsustainable growth strategies will also severely undermine tourism (Higgins-Desbiolles, 2018). Current theoretical and practical developments suggest that the importance attached to the sustainability of tourism and the growing focus on the concept of responsible tourism require critical reflection. All these relevant stakeholders have a responsibility to reduce the negative impacts and improve the positive environmental, socio-cultural and economic impacts of tourism (Mihalic, 2016). In fact, tourism is a microcosm of the survival problem we face. One of the keys to sustainable tourism is to use tourism for a higher purpose. In fact, we must position tourism into a structural management of a mobilities perspective (Higgins-Desbiolles, 2018). In recent decades, consumers are more and more willing to change their consumption lifestyle by showing more environmentally friendly behaviors and purchasing green products. However, green tourism enterprises face higher investment and longer payback period than traditional tourism enterprises. It is therefore imperative to ensure that the public responds positively to sustainable development policies. The decisions of stakeholders can influence each other under certain conditions. Some researchers suggested that tourism companies should shift their focus from the supply side to the demand side to achieve sustainable development. Some scholars have identified government regulation as a useful way to encourage private companies to transform traditional tourism into sustainable tourism in large part (He et al., 2018). Given growing global inequality, it is important to consider how to make tourism more inclusive. The challenge of achieving massive social change through inclusive tourism is enormous. Inclusive tourism will focus attention on incorporating previously silent voices in tourism decision-making and ensuring that the benefits of tourism are more widely disseminated (Scheyvens & Biddulph, 2018).

Open innovation can and should apply to services. For services, the value chain must create customer experiences about how to promote open service innovation, and focusing on customer value is the right way to start moving toward a service-oriented business. There are also barriers to service innovation in product-oriented companies (H. Chesbrough, 2011). Tourism, as a branch of the service industry, has also created application conditions for open innovation under the background of the new era and technological conditions.

As tourism involves all aspects of human society, different countries will show different characteristics due to the differences in geographical location, environment, economic development, local conditions and customs. In view of these characteristics, we need to find appropriate methods to solve the problem. Tourism is an economic contributor to the Kingdom of Thailand.As a part of the world tourism market, although Thailand faces the problems mentioned above, it also has its own unique tourism industry, which brings some special problems to Thailand (Wikipedia-Tourism in Thailand). For long-term development, these issues have become urgent for the Thai government. Open innovation provides Thailand with a promising approach. It has become a way to gain a sustainable competitive adavantage and it can accelerate and deepen the service innovation.

1.3 Research question

The aim of the research is to be able to answer the following questions:

How can open innovation promote the development of sustainable tourism in Thailand? What are the risks and benefits about the application of open innovation in the sustainable tourism of Thailand? What is the impact of open innovation on sustainable tourism?

LITERATURE REVIEW

Innovation is considered a major driver of economic growth.Innovation can be found not only in manufacturing companies, but also in services. However, there is little research on service innovation, especially in the area of tourism services (Szymańska et al., 2016). Innovation is a key factor for manufacturing and service companies to generate financial performance and competitive advantage. Services have specific characteristics to varying degrees, which in turn influence innovation practices (Aas, 2016). Innovation is an important strategic objective for growth in every industry and is playing an increasingly important role in sectors as saturated as tourism(Yetis, n.d.). Innovation is a key factor in developing a sustainable competitive advantage for a company in a rapidly changing travel market. The source of innovation is often external and the company adopts open innovation to produce ideas and innovative products (Lim et al., 2020). Open innovation is usually analyzed from a theoretical point of view, but rarely from a management point of view (Iglesias-Sánchez et al., 2020).

One of the reasons open innovation is so important in today's economy is the uneven growth of productivity and prosperity. Lack of top-down and cross-sectoral diffusion exacerbates inequality, and this is a huge cost to all of us (Bogers et al., 2018). The trend towards open innovation calls into question the conventional wisdom about the boundaries of business (Lichtenthaler & Lichtenthaler, 2009). Open innovation combines internal and external ideas into architectures and systems whose requirements are defined by business models. In a world where knowledge is widely distributed, the boundaries between the enterprise and its environment become more permeable, and innovation can easily shift both inward and outward (Dimitar & Anisic, 2011). However, the openness of the innovation process does not depend primarily on industry characteristics. The extent of open innovation seems to depend more on the company's individual strategic choices than on industry characteristics (Lichtenthaler, 2008). So far, the concept of open innovation has been seen primarily as related to "high-tech" industries and open innovation has become a model of industrial innovation. Some of these "open innovation" concepts are finding their way into companies outside the "high tech" industry that make up the bulk of the evidence for open innovation (H. Chesbrough & Crowther, 2006). Open innovation accelerates and deepens service innovation. But, to date, most open innovation research has focused on manufacturing companies developing new physical products. Open innovation practices of companies that do not research and develop new services accordingly. Our knowledge of open service innovation practices is limited (Aas, 2016).Open innovation has become a way to gain a competitive advantage in the travel industry and to maintain its leadership position in the field by adopting and introducing services, products and innovative experiences(Iglesias-Sánchez et al., 2017). Currently, open innovation is primarily driven by large companies (Lichtenthaler, 2008). Small and medium-sized enterprises are the largest number companies in the economy, but the research on open innovation is insufficient (Gassmann et al., 2010). As a relatively underdeveloped research field, open service innovation requires more empirical insights in order to gain a deeper understanding of the types of open innovation processes used to develop new services (Aas, 2016). Open innovation is actively used in all kinds of activities and companies of all sizes. The use of this innovation has fundamentally changed tourism (Gusakov et al., 2020). In order for open innovation to work, it needs to establish flexible two-way communication channels with various stakeholders. From a company's perspective, social media can provide qualified information about consumers and show changes in consumer behavior and preferences in real time (Iglesias-Sánchez et al., 2017). In the tourism industry, open innovation is known as "open tourism". It is to try to bring resources from the external environment into the company's previous independent value creation process, or to expand the market for innovation used outside the company. Open tourism has been emphasized as a possible strategy for tourism differentiation and revival (Yetis, n.d.).

Tourism is an important and rapidly developing economic sector in the world. However, due to over-exploitation of natural resources and poor environmental control, tourism activities have had a negative impact on the environment (Sangsnit, 2013). As a result, it is necessary to promote the sustainable development of tourism, in order to minimize the impact on the environment and social culture, at the same time bring economic benefits to maximize for tourist destinations (Dabphet, 2012). Many governments around the world have adopted sustainable tourism development as a policy and planning approach that seeks to create income and jobs for local people and promote the protection of local ecosystems without affecting the environment and local culture. However, there are still a series of problems that are not conducive to the positive development of sustainable tourism (Dabphet et al., 2012). Regarding these issues, as early as 2003, the Thai government has established the Designated Area for Sustainable Tourism Administration or DASTA (public organization). DASTA has developed destinations in designated areas for sustainability in 3 dimensions (economic, social and environmental) (Sangsnit, 2013). Sustainable forms of tourism represent "value orientations in which the management of tourism impacts takes precedence over market economics". Therefore, the future health, viability and sustainability of Thailand's tourism industry will largely depend on how the differences between sustainable growth and sustainability play out in policies and practices (Kontogeorgopoulos, 1999).

Thailand has declared its interest in and commitment to the principles of sustainable tourism development, in part because the tourism industry itself often suffers from negative impacts that reduce the quality of life of local residents and the satisfaction of tourists (Dabphet, 2012). There are several Challenges for Sustainable Tourism in Thailand:1. Developing the country's public transport system to be linked to tour routes, as one should be able to come to Thailand through several channels.2. Developing new destinations or creating new tourism activities which are distinctive and interesting as tourist attractions.3. Emphasis should be placed on developing creative tourism as the tool in the development of tourism for sustainability.4. The promotion of environmentally-friendly travels or the Low Carbon

Tourism.5. The coming era of ASEAN Economic Community or AEC. For this challenge, there is an urgent need to develop human resources, by enhancing the potentials of Thai workforce and tourism operators.6. Means to increase income from new forms of tourism.7. Confidence in the country's stability should be promptly built. At the same time, safety in life and property must be established in earnest, so as to reassure tourists.8. Thai people should welcome tourists as genial hosts, dealing with them in good faith and with honesty, not to take advantage of tourists.9. In inter-agency operation, all sides should be more open and listen to others (Sangsnit, 2013). When issuing tourism development policies, decision makers need to understand the nature of local tourism and the role of participation in decision-making. In addition, they should study the results of the previous tourism policy and know how to apply it in practice. Policy makers should also use economic, social and environmental tools to promote local tourism (Sakolnakorn et al., 2013). The government has set annual travel targets for foreign visitors. Traditionally, Thai policy makers have preferred to spend more money on advertising to attract international tourists, rather than evaluating the development of tourism. The development of tourism resources has created short-term profits rather than long-term benefits for the whole economy and local development. This has resulted in environmental or cultural degradation of many tourist sites, which have subsequently been closed or lost visibility. Poor planning is a regular feature of unsustainable practices in Thailand's tourism industry (Hannarong, 2009). The government must manage tourism properly and not affect nature. The government should issue national policies to support local communities and educate them about the impact of the increasing number of tourists. Policies should link and balance national tourism development plans and tourism activities. The success of sustainable tourism management depends on proper planning and management of all aspects of development. In addition, the infrastructure and environment must be managed to meet the needs of tourists (Sakolnakorn et al., 2013).

Tourism uses many types of resources, including natural and cultural resources. The use of these resources has a positive and negative impact on the lives and livelihoods of people, particularly those living within and near tourist attractions (Hannarong, 2009). Water shortage and pollution are the most critical environmental problems in the destination. Moreover, people face problems related to climate change, and the risks of the cumulative effects of the environment and climate change have not yet been fully recognized or addressed (Nitivattananon & Srinonil, 2019). Tourism can play an important role in addressing climate change through two main strategies: mitigation measures to address the causes of climate change; Take adaptation measures to cope with its impact. These measures can play a synergistic role in addressing adaptation and mitigation issues (Nitivattananon & Srinonil, 2019).

The UNWTO definition of sustainable tourism accentuates the active role of communities in various forms of tourism (Dhakal, 2014). Community tourism is tourism that takes into account environmental, social and cultural sustainability. Community-based tourism will benefit community development (Polnyotee & Thadaniti, 2014). While tourism can benefit local communities, the behavior of some tourists can also cause cultural tensions and conflicts. To reduce the negative impact of tourist behaviour on local culture, most major tourist attractions have announced codes of conduct to educate visitors (Hannarong, 2009). Tourism can be sustainable and successful at the community level Sustainable tourism can be a conduit for achieving wise-use of wetlands only when there is a supportive policy as well as a community environment (Dhakal, 2014)

In order to successfully implement sustainable tourism development, key stakeholders need to be identified during the implementation process. (Dabphet, 2012). To encourage all stakeholders to adopt sustainable practices in Thailand, strong policy intervention from the central government is needed. But government intervention in the market itself hinders sustainability. This is because there are some restrictions on policy implementation (Hannarong, 2009). The cooperation between local people and governments in environmental conservation and protection, and effective development of environmental awareness. In order to win the trust of tourists, locals and other stakeholders, it is important to protect and preserve sites for the next generation (Polnyotee & Thadaniti, 2014). Compared with local governments and local opinion leaders, many local residents lag behind in spreading the idea of sustainable tourism development. Providing tourism stakeholders with adequate information on sustainable tourism development should help to dispel many misconceptions (Polnyotee & Thadaniti, 2014).

RESEARCH METHODOLOGY

Interpretivism is "associated with the philosophical position of idealism, and is used to group together diverse approaches, including social constructivism, phenomenology and hermeneutics; approaches that reject the objectivist view that meaning resides within the world independently of consciousness". The development of interpretivism is based on the criticism of positivism in the social sciences. Thus, this philosophy emphasizes qualitative rather than quantitative analysis. According to the interpretivist approach, it is important for the researcher as a social participant to recognize the differences between people. In addition, interpretivist research usually focuses on the meaning and may adopt a variety of methods to reflect different aspects of the problem. The main disadvantages associated with interpretivism have to do with the subjectivity of the approach and represent a large room for bias on the part of researchers. As data are heavily influenced by individual views and values, it is impossible to generalize the raw data generated in hermeneutical research. Therefore, the reliability and representativeness of the data are also damaged to a certain extent. On the positive side, due to the adoption of interpretivism, it is possible to delve into the field of qualitative research. Routine data generated through interpretative research may be associated with higher validity because the data in such research tend to be trustworthy and honest.

Construction of the research tool began with a review of the literature on the evaluation of documents related to the topic. It can be considered to be a component of a larger research which was not preceded by similar studies in tourism industry. At the same time, Bangkok area is narrowed down to be the place we do the investigation. Inductive approach is mainly applied in the study. In this case, the lack of a theory to inform the research process may reduce the possibility of researcher bias during the data collection phase. The Mixed-method is applied in the research. First, we use qualitative approach to form the basic ideas and knowledge about the topic. After that, a quantitative approach is used to obtain specific knowledge from the research and then test the process. As little is known about the current situation or there is insufficient information about how similar problems or research problems have been solved in the past, an exploratory study is undertaken. In such cases, a great deal of preliminary work is required to familiarize yourself with the phenomena in the situation and understand what is happening, before establishing a rigorous design for a full investigation. The investigation is concerned with the study of a particular phenomenon at a specific time, and the data is collected at a certain point and represent a snapshot of one point in time. So the cross-sectional time horizon is one already established. There are many types of stakeholders, such as governments, researchers, tourism companies, tourists, local residents etc. However, as it's a brand-new topic, tourists and local residents may have no idea about it. Meanwhile, government officers and corporate managers are not easy to be tracked down. Base on above reasons, professors in universities who study tourism industry are selected to be the population. As the professors' opinions about the role of open innovation in sustainable tourism development are compared, the unit of analysis is individuals. Every teacher's answers are listed, summarized and analyzed according to the different aspects. The data got from the in-depth interview will be analyzed manually. Then, the quantitative data gathered from the questionnaires will be analyzed with the software SmartPLS. After that, PEST analysis and SWOT analysis will be used to get a good high-level view of the business.

RESULTS & FINDINGS

4.1 Qualitative Data

Sustainable tourism is a kind of sustainable development that people in this world looking for a way to reduce the negative impact to the three dimensions of sustainable tourism as tourism growth causes negative effects as well. It can meet the needs of visitors, tourism, and host communities without compromising the ability of future generations to meet their own needs. To balance environmental, economic, and socio-cultural aspects to achieve sustainability, people need to try to reduce the negative impact to these three dimensions as well as possible even it is difficult to do while taking into account their current and future needs. In a tourism destination, for better sustainable tourism development, all stakeholders should be involved and do their job well. At the same time, profit should be distributed to local people while protecting the environment. Generally speaking, sustainable tourism development can't simply rely on the local; The external partners are needed to support local stakeholders under the condition of effective communication channels, like introduce external resources and ideas to seek solutions according to the characteristics of different communities and practical problems. Regarding external technologies and ideas, the sources are mostly websites, similar tourist attractions, professional tourism organizations, manufacturing, and other service industries. The introduction of external technology is to protect tourism resources while reducing damage to them to achieve the purpose of sustainable development and find ways to reach target groups. In the tourism destination, all stakeholders play different roles according to their different responsibilities and obligations. Each performs its duties and cannot cross the boundary. At the same time, all of them need to balance the three dimensions of sustainable tourism. In terms of innovation in sustainable tourism development, it is difficult to promote tourism growth while reducing negative impacts. The concept of sustainable tourism still needs further promotion. Besides, there are few innovations in the service industry, and the reference that can be obtained is limited.

Compared with closed innovation, open innovation is an alternative to traditional innovation methods. In this type of innovation process, the dissemination of technology and ideas breaks through the boundaries of the organization. In the application of open innovation, the main challenge comes from the inconsistency of people's ideas and the change of thinking mode. The degree of openness of the organizational boundaries will also affect the practical application of maturity. Therefore, the successful application of open innovation requires all stakeholders to unify their thinking and collaborate based on a full understanding of open innovation and good communication channels. Open innovation is still in the development stage, and it is still not clear about its impact on sustainable tourism after it becomes mainstream. Nevertheless, it is generally believed that open innovation is most useful for tourism organizations and destinations in sustainable tourism. Although open innovation is conducive to the development of the organization and deepening the connection with the outside world, it also increases the time cost and economic burden. Knowledge management, the openness of the organization, and the views and cooperation of stakeholders play an important role in promoting the application of open innovation. Through the interpretation and promotion of the concept and value of sustainable tourism, open innovation can change people's ideas, establish good communication channels, and introduce new technologies and ideas. On the other hand, stakeholders' lack of unified goals, conflicts of interest, and organizational conservativeness will hinder the practical application of open innovation.

4.2 Quantitative Data

Measurement Model

We followed the suggestions of Anderson and Gerbing (1988) to test the model developed using a 2-step approach. First, we tested the measurement model to test the validity and reliability of the instruments used following the guidelines of Hair et al. (2019) and Ramayah et al. (2018) then we ran the structural model to test the hypothesis developed. For the measurement model, we assessed the loadings, average variance extracted (AVE), and composite reliability (CR). The values of loadings should be ≧0.5, the AVE should be≧0.5 and the CR should be≧0.7. As shown in Table 2, the AVEs are all higher than 0.5 and the CRs are all higher than 0.7. The loadings were also acceptable with only one or two loadings less than 0.708 (Hair et al., 2019). In this research we have two constructs; open innovation and sustainable development. Refer to table 4.1 the composite reliability and convergent validity values are above 0.7 and 0.5 respectively, hence, the data is reliable and valid.

Table 4.1 Reliability and Convergent Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Open Innovation	0.863	0.894	0.548
Sustainable Development	0.888	0.912	0.567

Discriminant Validity

Table 4.2 Fornell-Larcker Criterion

	Open Innovation	Sustainable Development
Open Innovation	0.740	
Sustainable Development	0.606	0.753

The discriminant validity is assessed through the Fornell Lacrcker Criterion method, table 4.2 shows the model achieved discriminant validity as the correl Measurement Model. We followed the suggestions of Anderson and Gerbing (1988) to test the model developed using a 2-step approach. First, we tested the measurement model to test the validity and reliability of the instruments used following the guidelines of Hair et al. (2019) and Ramayah et al. (2018) then we ran the structural model to test the hypothesis developed. For the measurement model, we assessed the loadings, average variance extracted (AVE), and composite reliability (CR). The values of loadings should be ≥0.5, the AVE should be ≥ 0.5 and the CR should be ≥ 0.7. As shown in Table 2, the AVEs are all higher than 0.5 and the CRs are all higher than 0.7. The loadings were also acceptable with only one or two loadings less than 0.708 (Hair et al., 2019). correlation for open innovation is 0.740 and it's greater than the correlation of open innovation and sustainable development.

Figure 4.1 Measurement Model

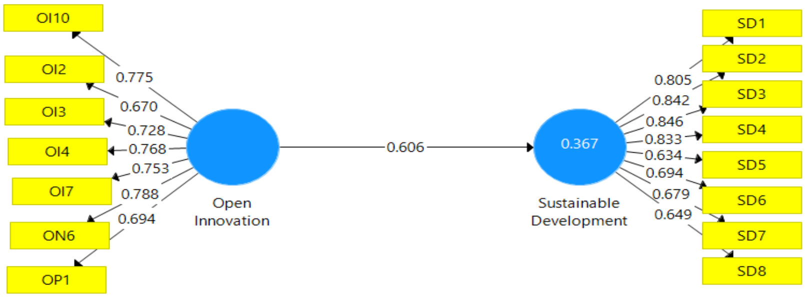

Figure 4.1 shows the factors loading for all items are above 0.6, initially few items factor loading were below than 0.5 and the reliability and validity were low, therefore we have deleted 3 items from the open innovation construct, item number 5, 8, and 9 were deleted due to low factor loading.

Structural Model

We reported the path coefficients, the standard errors, t-values, and p-values for the structural model using a 5,000-sample re-sample bootstrapping procedure (Ramayah et al. 2018). Table 4.3 shows the summary of the criteria we have used to test the hypotheses developed. We tested the effect of the 1 predictor open innovation on sustainable development, the R2 was 0.367 (F2 = 0.580) which shows that the predictor explained 36% of the variance in sustainable development. Open innovation (β= 606, p< 0.01) was all positively related to sustainable development, thus H1 was supported.

Figure 4.2 Structural Model

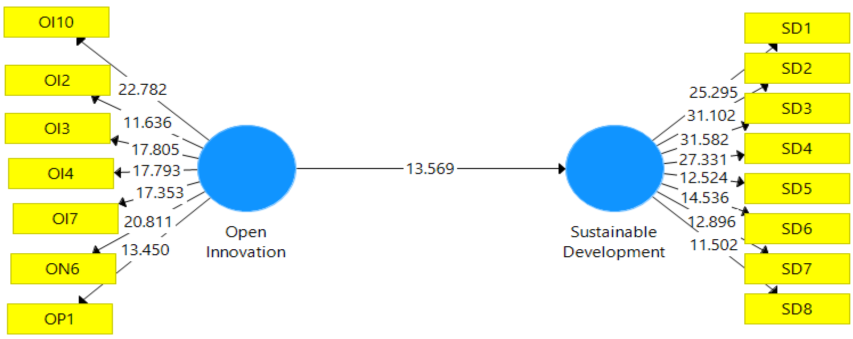

Table 4.3 Hypothesis testin

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	F-square	R-square
Open Innovation -> Sustainable Development	0.606	0.045	13.569	0.000	0.580	0.367

CONCLUSION

The tourism industry now faces many challenges. The industry seems to have reached its environmental, social, and economic limits and cannot expand its boundaries. But the travel industry's attitude to innovation has always been rigid. Even though innovative business methods are firmly entrenched in many industries, the service sector has lagged far behind in this development and the adoption of new methods has been very slow and delayed. It should be noted that in the context of the tourism industry, there is a wide gap between technology and innovation methods, and it is rarely discussed.

In the past, innovation mostly occurred within the industry (closed innovation). Closed innovation is when a company produces novel products or services under complete control, while open innovation allows external stakeholders to influence the innovation process. Closed innovation is almost not sustainable because communication with the environment is denied and internal capabilities and market-related knowledge cannot be further developed. Open innovation is different in that it is about bridging internal and external resources to achieve innovation throughout the innovation process. As a result, open innovation has strong connections. It uses purposeful knowledge inflows and outflows to accelerate internal innovation and expand the market for external use of innovation, respectively. Entrepreneurs need collaboration and knowledge managers across corporate boundaries. The integration of information technology is another milestone in today's open innovation process. With the development of information technology, the boundaries of innovation expand, and many competitors come from outside the industry. Over the past few years, open innovation has expanded to new levels and areas. One of these areas is the small and medium-sized enterprise sector. To overcome the responsibility, miniaturization, and scarce resources of SMEs, cross-border activities are of great importance to SMEs' innovation. SMEs can be purposefully open to external knowledge and engage in a variety of open innovation practices, from external knowledge procurement between customers, suppliers, or universities to technology licensing. Open innovation in SMEs is unique because of reasons such as limited access to supplementary resources to commercialize ideas and underdeveloped innovation management capabilities. However, social and personal relationships are often firmly embedded in the economic behavior of SMEs and are therefore not used purposefully for open innovation.

The basic requirement of open innovation is the open innovation process. Open innovation means that a single company cannot innovate in isolation, but it must work with different types of partners to draw ideas and resources from the external environment to remain competitive. Open innovation can only take place if the ability to manage stakeholders; Be willing to accept that not all experts are part of their own business; Willingness to support the company's knowledge creation; And understanding failure as an opportunity. Another important premise for open innovation is to understand the importance of communication among corporate stakeholders, and that open innovation can hinder the development of the intellectual property. Creative development, selection, and all subsequent decision-making phases follow a network innovation approach and are therefore based on a communication model between the company's stakeholders. The key stakeholders in the network are those customers who are willing to help and contribute to the development process, such as universities, channel partners, industry associations, etc. So far, open innovation has been mainly carried out in the manufacturing industry, and its application in the service industry is still rare. Tourism companies are mainly micro and small enterprises, which usually consider each other as competitors. The innovation strategy of tourism companies is usually to innovate while doing. In these processes, customers and suppliers are critical to innovation, as travel companies adapt to customers' changing needs and suppliers provide new materials and technologies. In the travel industry, opening corporate boundaries to accommodate outside input is not limited to the innovation process, but also includes other important functions such as marketing, communications, and service execution. Firms should collaborate with their surrounding regions (such as universities, researchers, and consultants) and draw on the knowledge and experience of their clients. Open innovation often brings together consumers and users, or even competitors, to harness the wisdom of crowds. However, due to the size and type of travel companies' products (services and experiences), R&D plays a less important role in the travel experience sector than in other sectors of the economy. The tourism system is organized around the attraction or experience and includes all stakeholders, including the natural and cultural environment and the objects that are part of the experience. In this system, stakeholders (such as tourists, tour guides, other employees, etc.) work together to create value and knowledge. In a tourism destination, there is a destination-based network in which there are multiple geographically concentrated stakeholders producing vacation products as well as stakeholders outside the destination, such as tour operators, potential customers, inventors, or venture capital firms. However, the target network is complex because of the close links between policy participants, entrepreneurs, pressure groups, and customers. Small and medium-sized enterprises in the tourism sector need to build internal management capacity to benefit from open innovation. At present, the understanding of the specific nature of open innovation of SMEs in the tourism industry is limited, and a variety of research issues need to be explored. There are great opportunities to explore the concrete content of open innovation in small and medium-sized tourism enterprises.

Although open innovation plays an important role in promoting the development of sustainable tourism in Thailand, how to make it work better still needs further research. Due to time and budget constraints, this research only collected data from teachers of tourism majors in some universities in Bangkok. The amount of data is limited, and future research needs to increase the amount of data collected. Besides, this study is only for the Bangkok area, and its applicability in other areas needs to be further explored.

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ANALYSIS AND RESEARCH OF CROSS-CULTURAL COMPETENCE

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ABSTRACT

From the perspective of employee cultural value orientation, taking the employees of multinational R&D companies as the research object, drawing on the survey of 157 employees of multinational R&D companies in Shanghai, empirically analyze the impact of multinational R&D corporate employees’ cultural value orientation and their differences on individual innovation performance. The results show that the cultural value orientation of employees of multinational R&D companies has a significant impact on their innovation performance. Among them, low power distance, weak uncertainty avoidance, collectivism, flexible culture and long-term oriented cultural value orientation have a positive impact on employee innovation performance. Further use the layered stepwise regression method to examine the moderating effect of the cross-cultural interaction ability of the employees of multinational R&D companies on the relationship between the cultural value orientation of the employees and the innovation performance of the employees. The results found that the cross-cultural interaction ability can significantly positively adjust the low power distance and weak power. The relationship between certainty avoidance, collectivism and long-term orientation cultural value orientation and employee innovation performance. The above conclusions can theoretically enrich the empirical research on the differences in employee cultural value orientation and management in the Chinese cultural context; from a practical point of view, in the context of the current rapid economic and social development in China and the establishment of a global science and innovation center in Shanghai, it can serve as a R&D enterprise in China. Internationalized and multinational R&D companies provide management inspiration for their development in China.

keyword: Employee cultural value orientation; cross-cultural interaction ability; innovation performance; multinational R&D company.

INTRODUCTION

A multicultural team is a working group composed of employees from different countries or different cultural backgrounds based on the same task. The existence of multicultural R&D teams is an important feature of current multinational R&D companies, but it also brings challenges to the company’s team management. Generally, R&D team members from different countries and with different cultural backgrounds and experiences have different cultural value orientations. Relevant studies have shown that differences in employee cultural value orientation will affect cross-cultural communication, may trigger or deepen internal conflicts in multinational R&D companies, and have a negative impact on employee innovation performance. So, will employees’ holding of different cultural value orientations affect their innovation behavior and innovation performance? In order to answer this question, most of the existing researchers adopt the dimensional theory of cultural values and analyze different cultural value orientations from specific cultural value orientations. Impact on innovation performance. Based on the analysis method of hierarchical regression, researchers found that uncertainty avoidance has a significant negative impact on employee innovation performance; at the same time, the impact of different cultural value orientations on employee innovation is different. Collectivism culture promotes mutational innovation, and individualistic culture promotes Incremental innovation. However, the current empirical research on the impact of multi-dimensional cultural value orientation of employees in multinational R&D teams on their innovation performance is still relatively thin.

In cross-cultural teams, some scholars believe that the ability of employees to change behaviors based on cross-cultural knowledge to adapt to the work and environment is very important, and define it as cross-cultural interaction ability. Research believes that differences in employee cultural values will create cultural barriers and hinder foreign employees from conducting cross-cultural communication with host country employees. Therefore, cross-cultural training for foreign employees can enhance their cross-cultural interaction capabilities and help employees integrate into non-work in the host country. Social network. Then, in the process of the influence of employees' cultural value orientation on their innovation performance, does the ability of cross-cultural interaction also have a moderating and promoting effect? This is another important issue that this article focuses on.

In summary, this article will take the employees of multinational R&D companies in Shanghai as the research object, based on the dimensional theory of cultural values, multi-dimensionally study the impact of employees' cultural value orientation on their innovation performance, and discuss the moderating effect of cross-cultural interaction capabilities. This article can theoretically enrich the empirical research on the differences in employee cultural value orientation and management under the Chinese cultural context, and it is of pioneering significance to examine the influence process of employee cultural value orientation on their innovation performance and the adjustment and promotion of cross-cultural interaction capabilities; from practice In view of the current rapid economic and social development in China and the construction of a global science and innovation center in Shanghai, it can provide management enlightenment for the internationalization of Chinese R&D companies and the development of multinational R&D companies in China.

PROPOSE A HYPOTHESIS

Hofstede conducted a cultural value survey of 116,000 IBM employees distributed in 40 countries and regions, and put forward the famous dimensional theory of cultural values. He believes that there is a power distance, individualism/collective in national cultural values. Individualism (Individualism / Collectivism), Masculinity / Femininity (Masculinity / Femininity), Uncertainty Avoidance and Long-term Orientation / Short-term Orientation (Hofstede, 1984) ; 1994; 2001). Furthermore, Hofstede's survey on Chinese cultural values found that Chinese cultural values have the following characteristics: (1) relatively large power distance; (2) tends to collectivism; (3) tends to be masculine; (4) uncertainty The degree of avoidance is very low; (5) Has the strongest long-term orientation (Hofstede, 2005).

Multinational R&D companies have diverse employee sources and complex experiences, and the cultural value orientation of employees will be affected by the national culture to a certain extent. This objectively results in a complex cultural value orientation of employees in the R&D team where foreign and Chinese employees coexist. difference. Based on this, this article interprets and proposes the following related hypotheses based on the dimensional theory of Hofstede's cultural values.

2.1 Cultural value orientation and employee innovation performance

Ai Yongfang et al. (2017) believe that cultural values have a significant impact on technological innovation, among which power distance and uncertainty avoidance will inhibit innovation, and long-term/short-term value orientation will promote innovation. At the same time, the individual's cultural value orientation will be affected by the organization and national cultural values. Individuals belong to different cultural groups or networks, and these networks and their connections play an important role in the success or failure of innovation (Kennedy, J. & Kennedy, C ., 1998). Based on the five dimensions of Hofstede's theoretical model, this article analyzes the impact of employees' cultural value orientation on their innovation performance:

2.1.1. Power distance

Power distance refers to people's acceptance of inequality due to different positions. When employees have a cultural value orientation with low power distance, leaders and subordinates can respect each other and discuss with each other. Employees are more inclined to express personal views and opinions and participate in decision-making together. More frequent and effective equal communication between subordinates and subordinates stimulates individual enthusiasm and innovative behavior, and further improves the innovation performance of employees (Baker & Carson, 2011). Conversely, when employees have a high power distance cultural value orientation, they are more susceptible to the influence of higher-ranking members of the organization (Earley, 1999). They obey the leadership's authority and follow the leadership's views and behaviors instead of raising questions and challenges. It may reduce the diversity of organizational knowledge and viewpoints, leading to weakened employees' innovative thinking and decreased innovation performance (Wang Lei et al., 2008).

2.1.2 Uncertainty avoidance

Low-uncertainty avoidance cultural value orientation is manifested as a preference for uncertainty. Uncertainty avoidance is closely related to creativity. Employees with high uncertainty avoidance are more likely to be constrained by corporate rules and regulations, and too much system constraints will hinder their innovation (Adair & Xiong, 2018). Similarly, employees with high uncertainty avoidance are less motivated in the identification of innovation opportunities, the formation of innovative ideas, the practice of innovative behaviors, and the support for others' innovations, and may even refuse to accept innovative ideas and behaviors. Affect the improvement of its innovation performance. Conversely, employees who circumvent cultural values with low uncertainty are more willing to take risks, dare to accept challenges and carry out new attempts, which provides greater possibilities for innovation. Therefore, low uncertainty avoidance positively affects the innovation performance of employees.

2.1.3 Individualism/collectivism

Some researches believe that individualism is more conducive to innovation (Shane, 1992; Chaston, 2009: 34; Cerne, et al., 2013), because individualistic values can encourage uniqueness, and creative individualist groups are better than collectivist groups. Be creative (Goncalo & Barry, 2006). However, individuals with a highly collectivist cultural value orientation are more likely to use new methods and solve new problems as creatively as possible for the collective benefit. Therefore, more views in the research in the Chinese context indicate that collectivism is beneficial to innovation (Song Yan, 2012; Chen Silu, 2017). Some researchers believe that the value orientation of collectivism culture can promote breakthrough innovation, and the combination of collectivism culture and emotional trust can better promote the effect of gradual innovation (Hofstede, 1984). It can be seen that both collectivism and individualism value orientation will have a positive impact on innovation, but individualism focuses on individual decision-making, and collectivism focuses on collective decision-making. Compared with individualistic cultural value orientation, collectivist cultural value orientation in the Chinese context can encourage diversity The cultural R&D team absorbs the innovative thinking of different employees in multinational R&D companies, which is conducive to the collision of employees' thinking and stimulates innovative ideas and innovative behaviors, thereby improving employee innovation performance.

2.1.4 Rigidity/flexibility

Employees holding rigid cultural values pay more attention to self-confidence, self-improvement and self-realization; employees holding flexible cultural values pay more attention to the external environment such as the degree of interpersonal harmony (Han Zhengshun, 2013). Related studies have found that flexible culture can significantly positively affect strategic innovation, management innovation and innovation capabilities (Han Chen et al., 2017; Jia Jinan et al., 2017). At the personal level, employees with a flexible cultural value orientation are more able to respond quickly to changes in the external environment, and adopt different methods or methods for different environments, which can increase the diversity of opinions and methods, so as to quickly adapt to environmental changes and improve Innovation performance.

2.1.5 Long-term orientation / short-term orientation

Long-term orientation means encouraging the pursuit of future rewards, such as tenacity and frugality; short-term orientation means encouraging past and current virtues, such as respecting traditions and fulfilling social obligations. Employees under the long-term oriented culture value the future of reorganization, and employees under the short-term oriented culture value their current and past achievements. The long-term orientation cultural value orientation focuses on long-term results and does not allow employees to indulge in short-term transactional work, but allows employees to plan and learn long-term to obtain long-term return on investment (Borys & Jemison, 1989). The value of innovation to employees and the company can be more reflected in the long-term perspective. Therefore, the long-term orientation of cultural value orientation can promote employee innovation performance.

Based on the analysis of the differences in the cultural value orientation of team members in terms of power distance, uncertainty avoidance, collectivism/individualism, rigidity/flexibility, long-term orientation/short-term orientation, etc., this article focuses on the cultural value orientation and employee innovation performance of multinational R&D companies. The relationship between, put forward the following assumptions:

H1a: The cultural value orientation of employees' low power distance is significantly positively correlated with employee innovation performance. H1b: Employee's weak uncertainty avoidance cultural value orientation is significantly positively correlated with employee innovation performance. H1c: The value orientation of employee collectivism culture is significantly positively correlated with employee innovation performance.

H1d: Employee flexible cultural value orientation is significantly positively correlated with employee innovation performance. H1e: The employee's long-term orientation cultural value orientation is significantly positively correlated with employee innovation performance.

2.2.6 Cross-cultural interaction capabilities of employees and their regulatory effects

Cross-cultural interaction is embodied as the behavior of individuals of different cultures influencing each other, involving members' work in a team, interaction between superiors and subordinates, and knowledge sharing (Rozkwitalska, 2011). The ability of cross-cultural interaction is further defined by some researchers as seven dimensions, including respect for others, communication posture, knowledge and emotional positioning, task roles, relationship roles, mutual communication, uncertainty tolerance, etc. (Chen Jin, 2012). Another kind of analysis is based on the cognitive perspective and divides the ability of cross-cultural interaction into three dimensions: cross-cultural cognition, cross-cultural emotion and cross-cultural behavior (Chen & Starosta, 1996). Cross-cultural cognition refers to the knowledge about other cultures that an individual obtains from past life experience or learning, as well as the individual’s ability to recognize these cultural knowledge; cross-cultural emotions refer to the emotional attitudes and attitudes of individuals to foreign cultures or foreign cultural groups Willingness to contact; cross-cultural behavior refers to the behavior that an individual adopts when dealing with foreign cultures or foreign cultural groups.

The employees of multinational R&D companies come from different countries and regions, and the cultural value orientations of members are different. As mentioned above, researchers believe that cross-cultural interaction is of positive significance for solving cross-cultural communication problems. Specifically for R&D companies, cross-cultural interaction can enhance the willingness to communicate among employees with different cultural value orientations, and help employees better understand Chinese culture and the culture of other countries, understand individuals under different cultural backgrounds, and understand different cultural value orientations And its role.

Theoretical analysis from the perspective of cultural value orientation: (1) Employees with low power distance orientation can share knowledge and opinions through frequent and effective communication with leaders and colleagues, thereby improving innovation performance; employees with high cross-cultural interaction capabilities have interactive advantages , Can handle the relationship between superiors and colleagues more harmoniously, communicate in a more appropriate way, thus effectively adjust the relationship between power distance and employee innovation performance; (2) The cross-cultural interaction ability of employees can fully mobilize employees from transnational R&D enterprises gain more knowledge, information, and resources, and break the inherent thinking mode, thereby enhancing the positive impact of weak uncertainty avoidance on employee innovation performance; (3) The collectivism orientation is more inclined to collective decision-making. In group discussions, employees with strong cross-cultural interaction skills can better understand different cultures and viewpoints, thereby reducing the negative impact of cultural conflicts and enhancing employee innovation performance; (4) The impact of flexible cultural orientation on employee innovation performance mainly comes from continuous The ability to learn and quickly adapt to environmental changes, and cross-cultural interaction can strengthen knowledge sharing and rapid learning among employees of multinational R&D companies, thereby affecting the relationship between flexible cultural value orientation and employee innovation performance; (5) Long-term orientation focuses on long-term future value , And the ability of cross-cultural interaction gradually plays a role in the process of long-term cross-cultural interaction. Therefore, the ability of cross-cultural interaction can regulate the influence of long-term orientation cultural values on the innovation performance of employees. Therefore, this article proposes the following hypotheses:

H2a: Cross-cultural interaction ability positively regulates the relationship between low-power distance cultural value orientation and employee innovation performance. H2b: Cross-cultural interaction ability positively regulates weak uncertainty to avoid the relationship between cultural value orientation and employee innovation performance. H2c: Cross-cultural interaction ability positively regulates the relationship between collectivist cultural value orientation and employee innovation performance. H2d: Cross-cultural interaction ability positively regulates the relationship between flexible cultural value orientation and employee innovation performance. H2e: Cross-cultural interaction ability positively regulates the relationship between long-term orientation cultural value orientation and employee innovation performance.

RESEARCH DESIGN

3.1 Samples and data sources

By the end of 2017, there were 426 foreign R&D companies in Shanghai, of which 40 are global R&D centers and 17 are R&D centers in the Asia-Pacific region. Among these foreign-funded R&D companies, 20 have invested more than US$10 million. These companies have absorbed more than 40,000 Chinese R&D personnel, and more than 52% of their employees have a master's degree or above. In addition, Shanghai's foreign-funded R&D centers account for a quarter of the total number of mainland China, ranking first in the country. Therefore, this article uses Shanghai as the sample area for empirical research.

3.2 Measuring tools and methods

This article uses Likert’s five-point method to measure each variable. According to the actual situation, five levels of agreement are set from “1—strongly disagree” to “5—strongly agree”. select.

This article refers to Dorfman et al.'s (1988) individual cultural value vector scale and Li Jinwei's (2012) scale to investigate employee power distance, uncertainty avoidance,collective/individualism,flexibility/rigidity,long-term orientation/short-term orientation, and cultural value orientation. There are a total of 12 items, including "I think leaders should consult other colleagues when making decisions", "I think there should be reasonable room for mistakes in R&D" and so on.

This paper draws on Yao Yanhong's (2013) innovation performance questionnaire to measure employee innovation performance, and classifies it according to two dimensions: innovation action and innovation effect. Among them, innovative actions include innovative ideas, adopting new technologies or new methods, and summarizing know-how; innovative effects include innovative results, innovative applications, and innovative effects. There are 6 items to measure employee innovation performance, including "I can provide innovative ideas for improving technology and process at work", "I develop and improve new products and new technologies with higher quality" and so on.

3.3 Data collection

See Table for the correlation between employee cultural value orientation and employee innovation performance of multinational R&D companies. From Table 4, we can see that the dimensions of cultural value orientation (C1 low power distance cultural value orientation, C2 weak uncertainty avoiding cultural value orientation, C3 collectivist cultural value orientation, C4 flexible cultural value orientation, C5 long-term orientation cultural value orientation) and The significance (two-tailed) of the correlation coefficient between employee innovation performance is all significant at the 0.01 level, so the correlation of each variable has passed the significance test.

R	M	SD	C1	C2	C3	C4	C5
C1 Low power distance	3.6720	0.78694					
C2 Weak uncertainty avoidance	3.7946	0.83709	0.794 **				
C3 collectivism	3.8232	0.76756	0.896 **	0.794 **			
C4 The flexible culture	3.6529	0.83573	0.894 **	0.917 **	0.796 **		
C5Long-term orientation	3.8854	0.80538	0.764 **	0.893 **	0.891 **	0.799 **	
P Performance of the innovation	3.6529	0.78082	0.698 **	0.644 **	0.663 **	0.666 **	0.630 **

Employees with strong cross-cultural interaction capabilities, no matter at high or low power distance, their innovation performance is better than individuals with low cross-cultural interaction capabilities. In the group with strong cross-cultural interaction ability, the slope of the function of power distance and employee innovation performance is greater, while in the group with weak cross-cultural interaction ability, the slope of power distance and employee innovation performance is smaller. It can be seen that the ability of cross-cultural interaction has a significant moderating effect on the relationship between power distance and employee innovation performance, which again verifies the establishment of H2a. Employees with strong cross-cultural interaction capabilities, no matter under strong uncertainty avoidance or weak uncertainty avoidance, their innovation performance is better than individuals with low cross-cultural interaction capabilities. In groups with strong cross-cultural interaction capabilities, the slope of uncertainty avoidance and employee innovation performance is relatively larger. It can be seen that the ability of cross-cultural interaction plays a significant role in regulating the relationship between uncertainty avoidance and employee innovation performance, thus once again verifying the establishment of H2b. In the groups with strong cross-cultural interaction capabilities, the slope of collectivism and employee innovation performance is relatively larger. It can be seen that cross-cultural interaction capabilities play a significant role in the relationship between collectivism and employee innovation performance, thus verifying the establishment of H2c again. . In the group with strong cross-cultural interaction ability, the slope of long-term orientation and employee innovation performance is relatively larger. It can be seen that cross-cultural interaction ability plays a significant role in regulating the relationship between long-term orientation and employee innovation performance, thus verifying the establishment of H2e again. .

CONCLUSION

4.1Pay attention to the cultural management of cross-cultural R&D teams of multinational R&D companies

This paper confirms that employees' low power distance, weak uncertainty avoidance, collectivism, flexible culture, and long-term orientation of cultural value orientation have a positive impact on employees' innovation performance. This conclusion is helpful for us to understand the possible constraints of traditional Chinese management methods on the management of multinational R&D companies. For example, traditional Chinese culture and management are often based on respect for power distance, but this is not necessarily conducive to the innovation of R&D companies. The enlightenment that this brings to Chinese managers of cross-cultural R&D teams is: managers should continue to increase communication between the R&D team at the upper and lower levels, attach importance to teamwork, pay attention to the work-life balance of employees, and advocate a long-term corporate culture. In this way, it is not only conducive to management under a multi-cultural background, but also conducive to the improvement of employee innovation performance.

At the same time, due to the objective existence of differences in the cultural value orientation of employees, the management of cross-cultural R&D teams should promote the integration of cultural values of employees under different cultural backgrounds. In particular, it is necessary to respect cultural diversity, cultivate cultural empathy, and enable employees to correctly understand differences. The culture of the country understands different cultural value orientations. Managers should hold an inclusive attitude towards cultural integration and guide employees to accept cultural values that are conducive to promoting innovative performance.

4.2Attach importance to cross-cultural adaptation training for employees of multinational R&D companies

This paper confirms the positive moderating effect of cross-cultural interaction ability on the relationship between low power distance, weak uncertainty avoidance, collectivism, and long-term cultural value orientation and employee innovation performance. It can be seen that when employees have high cross-cultural interaction capabilities, they are more likely to resolve cultural conflicts between cross-cultural team members. This is conducive to the improvement of employees and corporate innovation performance, and is conducive to reducing the work pressure of foreign employees and improving them. Integration in China. Take Zhangjiang High-tech Development Park as an example, where multinational R&D companies and industrial clusters gather. Strengthening cross-cultural training from the government and enterprise levels is of great significance to strengthening the cross-cultural interaction capabilities of employees.

Governments and companies can train the cross-cultural awareness of employees of multinational R&D companies, so that they have a correct understanding of different cultural value orientations, eliminate the opposition between different cultures, establish a tolerant mentality, improve cross-cultural sensitivity, and cultivate globalization Horizons; Train employees’ cross-cultural knowledge to understand the language, daily life habits, consumption characteristics, cultural customs, development history, ethnic characteristics and other basic knowledge of relevant countries, so as to understand the culture of different countries and understand the different cultures of employees The difference of value orientation and the reasons for it; to train employees' cross-cultural emotions, so that they can master the emotional expression that non-national employees should have in the process of cross-cultural interaction, and improve their emotional intelligence and cross-cultural sensitivity; to employees Conduct training on cross-cultural behaviors to enable employees to understand the behaviors that should be paid attention to in the process of interacting with employees with different cultural value orientations, to be able to adopt correct behaviors, and to be familiar with cross-cultural communication skills, cross-cultural negotiation skills, and cross-cultural conflict resolution skills. , Cross-cultural cooperation skills, etc.

This paper also found that the ability of cross-cultural interaction does not have a significant positive moderating effect between employees’ flexible cultural orientation and innovation performance. The difference between rigid/flexible cultural value orientation is mainly reflected in the relationship between work and life. The flexible cultural value orientation pays more attention to life, and compromise and negotiation are often used to resolve conflicts at work; the rigid cultural value orientation pays more attention to work, which

Hofstede calls it For male chauvinism, he is more decisive and enterprising in his work. However, the interpretation of the above conclusions requires further in-depth research and analysis. In addition, this article is objectively difficult to sample. For this reason, we can consider increasing the sample size of foreign employees in future research. at the same time

The influencing factors of industrial innovation performance are divided into individual level and organizational context level. However, due to the limitation of research, this article fails to control the factors affecting employee innovation performance one by one. Instead, the demographic characteristics variables and team characteristics variables are statistically analyzed. The regression equation is introduced to reduce the influence of control variables on the results. Therefore, the research model in this article needs to be further optimized. However, it is foreseeable that with the rapid development of multinational R&D companies in Shanghai and throughout China, research on the relationship between the cultural value orientation of employees in multicultural teams and employee innovation performance will continue to deepen.

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HOW TO SOLVE THE PROBLEM OF INTERNATIONAL MANAGEMENT OF CHINESE MIDDLE AND SMALL-SIZED ENTERPRISES FROM A MICRO PERSPECTIVE

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ABSTRACT

With the development of globalization and regional integration, ties between countries have become closer, providing favorable conditions for Chinese enterprises, especially small and medium-sized enterprises, to develop on a higher platform and on a larger scale. The international management of small and medium-sized enterprises has become an important channel for China's integration into economic globalization. This article discusses the current status of China's small and medium-sized enterprises 'international operation. Through SWOT, it analyzes the problems of inaccurate market positioning, financing difficulties and non-innovation faced by China's small and medium-sized enterprises' international management,and combining two case studies gives suggestions from the micro perspective of the enterprise itself.

Keywords: middle and small-sized enterprises; international management; problems, solutions, micro

INTRODUCTION

1.1 Background study

As of the end of 2015, there were more than 20 million small and medium-sized enterprises registered in industry and commerce across the country, and more than 54 million individual industrial and commercial households. The profit and tax contribution of small and medium-sized enterprises increased steadily (2005, Zhang Haochuan). Since the reform and opening up, China's industry has achieved a historic leap. Taking industry as an example, as of the end of 2015, there were 365,000 small and medium-sized industrial enterprises above designated size in the country, accounting for 97.4% of the number of industrial enterprises above designated size, with a tax of 2.5 trillion yuan, accounting for 49.2% of the total amount of taxes paid by industrial enterprises above designated size.middle and small-sized enterprises provide more than 80% of urban jobs and become the main channel for employment. However, the data shows that there are currently 18 departments that charge administrative fees for middle and small-sized enterprises, and there are 69 categories of projects. The company is overwhelmed (2019, Silk Road Global Watch).

Statistics from the National Bureau of Statistics show that, as shown in Figure 1, at the end of 2018, there were 369,000 industrial middle and small-sized enterprises above designated size, a decrease of 6,494 enterprises from the end of 2017, and the first negative growth since 2011; accounting for 97.6% of the total number of industrial enterprises above designated size. Among them, medium-sized enterprises and small enterprises accounted for 13.5% and 86.5% of the total number of middle and small-sized enterprises, respectively.

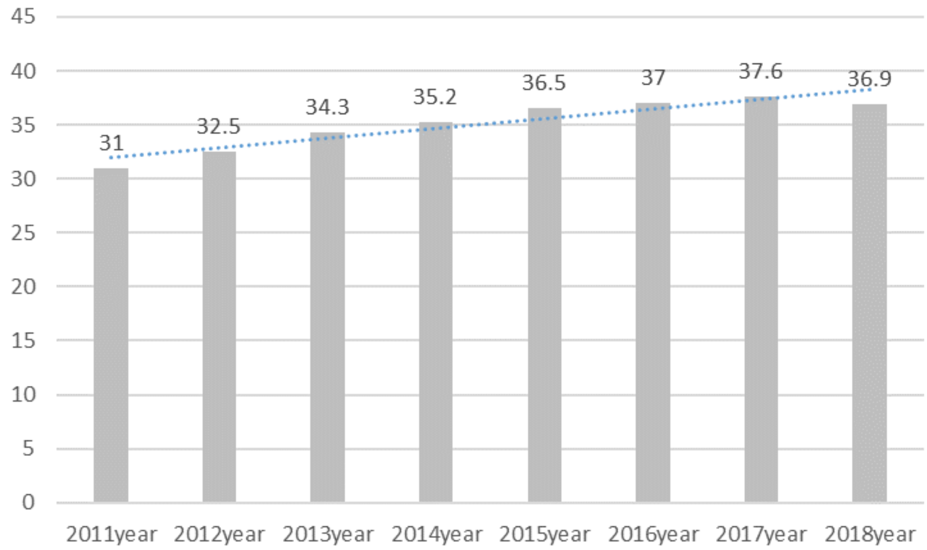

figure 1 . Statistics Index of the Number of Industrial middle and small-sized enterprises above Designated Size in China from 2011 to 2018 (ten thousand)

Data source: National Bureau of Statistics

Since the Third Plenary Session of the Eleventh Central Committee of the Party, after more than 40 years of reform and opening up, China's middle and small-sized enterprises have become an important force in the Chinese economy. Not only has it played a decisive role in easing employment pressure, technological innovation, and driving the vigorous development of the domestic economy, etc. Under the trend of economic globalization, Chinese enterprises are facing more competitive pressures of internationalization of the domestic market while gaining more fair and reasonable opportunities. Many large international companies have entered the Chinese market, which has brought a serious survival crisis to China's small and medium-sized enterprises. International management of small and medium-sized enterprises has become an important strategic choice (2003, Du Qihua and Lu Jinyong). Accelerating the process of internationalization of small and medium-sized enterprises can rapidly improve China's international competitiveness. Therefore, under the trend of economic globalization, it is of great and urgent practical significance to study the international economic problems of small and medium-sized enterprises. At present, people are more inclined to the research of large enterprises. Most of the research on the international management of small and medium-sized enterprises appeared from the end of the 20th century to the 21st century. The lack of timeliness and pertinence for the research on the expansion of the international management of middle and small-sized enterprises. This paper analyzes the strategic situation and influencing factors of the international development of small and medium-sized enterprises in our country, so as to find a strategic method suitable for the international management of small and medium-sized enterprises in China, and help them to go abroad and gain a place in the international market.

1.2 Issue Statement

The Law of the People's Republic of China on the Promotion of Small and Medium-sized Enterprises, which came into effect on January 1, 2003, marks a substantial breakthrough in the legislation of small and medium-sized enterprises. Following the Law of the People's Republic of China on the Promotion of Small and Medium-sized Enterprises, in February 2005 the State Council promulgated the Opinions of the State Council on Encouraging Support and Guidance for the Development of Non-Public Economy, such as the Private sector, and the Opinions of the State Council on the Implementation of the Small and Medium-sized

Enterprises Growth Project drafted by the National Development and Reform Commission. The Government has formulated a series of policies to encourage and support the internationalization of SME countries. These include simplifying the approval procedures, decentralizing the approval authority, increasing financial support for overseas investment enterprises, and improving the information service system (2018, Jiang Nojun). A large number of start-ups are rising rapidly, but many more are failing quickly

1.3 Purpose

Legal promotion, government support does somewhat accelerate the pace of some small companies going abroad, but because of the greater competition across borders, it is extremely important for small businesses to gain access to the market and improve their own management practices

1.4 Research significance

The cross-border operation ability of enterprises is uneven, so this paper consults a lot of data, research literature, periodicals, improve the authenticity of research reports, the use of real cases, so that the conclusions in the cross-border business projects of small and medium-sized enterprises more feasible

LITERATURE REVIEW

2.1 Reasons for Chinese middle and small-sized enterprises to operate internationally.

In the era of economic globalization, all countries' trade is deeply integrated into the global industrial chain. The interweaving of interests on the "chain" is also interdependent, and Chinese companies and global companies are on the same "chain". Will the trade war speed up industrial transfers and ultimately "decouple" China and the global industrial chain? In fact, we have every reason to believe that other countries do not have enough skilled labor and infrastructure to replace China, at least in the short term. More importantly, low-value commodities may be eliminated and moved out of China, and China's new round of rapid development cannot be separated from the global industrial chain (Guo Taiming, 2020). China's small and medium-sized enterprises are undergoing a major response to the global manufacturing industry chain and technological development, which is unexpected. (Yang Lu, 2019). They have grown wildly in globalization and are one of the participants in the global industrial chain. Not only can they produce synergies, effectively reduce costs, but also enter new markets and obtain new technologies through global enterprise cooperation. After China's accession to the WTO, the domestic and international markets can no longer be separated. In order to preserve the existing market and seize the opportunity for survival in the future, companies must compete with a large team of foreign brands, otherwise it will be difficult to maintain the local market. In the process of climbing to a higher value chain, they must also not be absent. For these small and medium-sized enterprises, they must continue to find their own position and value in the global industrial chain, so that they can be more calm in global competition.

2.2 SWOT analysis of international management

SWOT is a strategic analysis method. It comprehensively evaluates and analyzes the advantages, disadvantages, opportunities, and threats of the analyzed objects, and draws conclusions. The combination of internal resources and external environment can clearly determine the resource advantages and advantages of the analyzed objects. Defects, understand the opportunities and challenges faced by the object, and adjust methods and resources at the strategic and tactical levels to ensure the implementation of the analyzed object to achieve the goals to be achieved. (People's Daily, 2018).

Strengths: ① Flexible and adaptable: In the process of internationalization, China's small and medium-sized enterprises, because they are relatively small in scale, although most of them cannot directly use multinational factories and mergers and acquisitions to directly capture foreign markets like large enterprises and state-owned enterprises. However, they can use flexible and flexible methods to directly occupy some small markets abandoned by multinational companies to achieve breakthroughs (Qi Xin, 2014). ② Advantages of marketable products: China is a developing country, and it is easier to trade between countries with similar demand and similar preferences and income levels. The finished products of small and medium-sized enterprises in our country can better reflect the characteristics of products required by some developing countries in terms of product packaging design and efficacy, so it is easy to meet the needs of these countries' markets.③ Advantages in special products and traditional products. China is a country with a long history and has some special products such as silk, handicrafts, ceramics and so on. These products are loved by local overseas Chinese in foreign markets and have a large market demand (Wang Yan, 2011). ④Small scale and technological advantages, due to their own reasons, small and medium-sized enterprises in China do not have an advantage in the domestic market, but compared with ordinary developing countries, the advantages are obvious. And we have enough labor, many middle and small-sized enterprises are labor-intensive

Weakness: ① Difficult financing: China's large and medium-sized enterprises and state-owned enterprises have more difficulty in financing, and the funds are relatively insufficient. At the same time, financing difficulties have become the primary problem that plagues the internationalization of middle and small-sized enterprises, and some commercial banks are generally reluctant to provide loans to middle and small-sized enterprises, so the shortage of funds severely restricts the internationalization of China's middle and small-sized enterprises (Jiang Lin, 2017). ②Information channels are unblocked, and relevant information in foreign markets cannot be obtained in a timely and accurate manner. Due to the small size of China's small and medium-sized enterprises, there is generally no institution specifically set up to collect foreign information, materials and foreign trade policies. ③ Lack of high-quality transnational management and management talents: Most of China's small and medium-sized enterprises are private enterprises or family enterprises. There are still a lot of deficiencies in the introduction of high-quality management talents, and it is also difficult to retain talents.

Opportunities: ① After China's accession to the WTO, we are required to adjust and improve socialist laws and regulations in accordance with the general laws of the market economy, establish a fair and orderly market system, and create a good competitive environment for economic development (Doutao, 2018) . ② Supported by national policies, the investment environment is relaxed, the government has formulated a series of policies to encourage the support ofmiddle and small-sized enterprises' international operation, simplified the approval procedures for profits, decentralized the approval authority, increased the financial support for overseas investment enterprises, and improved the information service system. ③In recent years, big data has developed rapidly, and middle and small-sized enterprises have been at a disadvantage in terms of resource acquisition due to their own strength limitations. At present, the rapid development of technology is changing this state to a certain extent, which is the best time for middle and small-sized enterprises to fight back in the international market.

Threats: ①Incomplete policies. Although domestic policies continue to be issued to encourage middle and small-sized enterprises to transnational operations, they lack the support of a sound policy system. Once they encounter difficulties, without background support, they can only survive with continuous tolerance. ②Lack of innovation, the market is changing rapidly, every Big events will trigger new opportunities and eliminate some enterprises with low utilization rate.middle and small-sized enterprises have great shortages in capital and market recognition. It is difficult to recognize the market and stop losses in time. No emphasis on technological development. Chinese enterprises Taking profit as an important basis for the success of an enterprise, small and medium-sized enterprises do not have the advantage over large enterprises in technology. If the technology is not updated, they will soon be merged or closed by large enterprises. ③Lack of focus. There is a saying in the financial market: Eggs in a basket. Personally, I believe that the small and medium-sized market should focus on a certain brand. Without the capital of large companies, the resources are not rich enough. In the end, only the bamboo basket will be empty.

2.3 Existing solutions

In the face of these problems, studies have shown that joining multinational enterprise groups with large enterprises as the core, or forming strategic expansion alliances with foreign multinational companies to improve their competitiveness (Yin liuying, 2003.9), similar to this, handle well The relationship between small and medium-sized enterprises and large enterprises is one of the factors that have achieved more with less effort in the reform and development of small and medium-sized enterprises (Baidu Wenku, 2010). Blindly relying on the market does not solve your own problems. The changes in the environment are very much involved. Learning from successful companies is the most direct way, but first of all, you must have your own advantages, otherwise it is impossible to get close to excellent companies. Of course, there is also direct help to provide financial support for the international operation of middle and small-sized enterprises (Peng Ying, 2008). Obviously, I do not support this view. Loan policies have always existed, but it is usually because of the lack of strength of middle and small-sized enterprises themselves, poor reputation and other reasons that usually cannot obtain loans from banks, and other financial institutions will charge higher interest rates. Once the operation is not good, Lifetime debt. As the saying goes, workers must first sharpen their tools if they want to do their best. When you have money, you often borrow money, have a good relationship with financial institutions such as banks, and maintain a good reputation. You are more likely to borrow money when you are really in trouble. Yuan ye mentioned in the focus of marketing innovation for middle and small-sized enterprises in the 21st century that doing good customer service and gaining customer loyalty to improve the brand advantage (Yuan ye, 2019) coincides with my point of view, we will give priority to make from our own change.

RESEARCH METHODOLOGY

3.1 Case study

internationalized operation of small and medium-sized enterprises ———— Wenzhou shoe industry

The predecessor of Wenzhou Dongyi Shoes Co., Ltd. (hereinafter referred to as Dongyi Shoes or Dongyi) was the Wenzhou Dongyi Industrial Leather Shoes Factory established in June 1986. At that time, Dongyi had no tiles on the top and no soil on the bottom. The registered capital is only 46,000 yuan. There are more than 10 employees. They produce more than 20 pairs of leather shoes per day. The products are unnamed and unbranded. They are just a family workshop. Today's Dongyi has a plant of 20,000 square meters and fixed assets of up to 110 million yuan. Today's Dongyi, equipment manufacturers have already "shotguns for guns"-investing more than 30 million yuan in continuously updated equipment, so that It already has 8 sets of equipment and 8 modern leather assembly lines. Among them, the front helper and the back helper produced by the Italian Monina Company are rare equipments in the shoe industry in Wenzhou. Its mechanical shoe making and quoting equipment are the earliest, best and most in Wenzhou. Today, Wenzhou Shoe Industry has become a major shoe-making enterprise with annual sales of more than 300 million yuan. Its products are sold well in Russia, Eastern European countries, Japan, South Korea, Southeast Asia, and exported to the United States, Jordan, Western Europe, and other countries. Africa, South Africa and other countries have become one of the largest enterprises in Zhejiang's footwear industry, and a major exporter and foreign exchange earner of the national footwear industry. From the beginning of the new century, Dongyi Shoes Industry will also establish a new craft park on the planned land of 260 mu to build China's "shoe capital". The development goal of Dongyi is to be a master in the shoe industry and create a world famous brand. Case source: Baidu Wenku (Wei Jie, 2019) So, how can a small privately-run enterprise achieve such impressive achievements in the development of international marketing? Where is the valuable entrepreneurial experience? Comparative advantage: refers to the act of one producer producing an item at a lower opportunity cost than another producer. If a country ’s opportunity cost of producing a product in its own country (measured by other products) is lower than the opportunity cost of producing that product in another country, then that country has a comparative advantage in producing that product (Ricardo ’s Political Functions Principles of Economics and Taxation, 1817). For most enterprises in developing countries, especially small and medium-sized enterprises with weak financial resources, in order to successfully carry out international marketing, they can only use their comparative advantages as much as possible to gain market share. As a traditional industry in China, Dongyi Shoes has no product advantages, equipment, or technical advantages compared with advanced shoemaking industries such as Italy and the United States. Therefore, it has positioned its products in developing countries that have fallen behind. Of course, changes in equipment can also reflect product innovation, equipment innovation and technological innovation. In the Russian market, the products and performance of Dongyi Shoes Industry are comparable, but the price is half cheaper. With the price advantage, it has a foothold in the international market.

3.2 Case study

SKYWORTH --------- Ingeniously rushed to the international

Since the 1990s, China has established 5,356 companies overseas, covering more than 140 countries and regions, and some companies are attempting global marketing. Shenzhen Sky worth Electronics Group was only 10 years old, only five or six years into the domestic color TV industry. In response to the severe challenges in the international market and the low consumption in the domestic market, Sky worth proposed a new "Sky worth Mode", which is The United States, production in Shenzhen, marketing in the world "globalization strategy (Li Yingge, 2018). "Sky worth" has always used the advantages of technological innovation to open up the international market. They set up a Sky worth laboratory in Silicon Valley in the United States to conduct cutting-edge research on future audio-visual technology and at the same time carry out technical reserves. The first digital 100HZ eye protection TV of SKY WORTH, the third generation of SKYWORTH digital dual-frequency TV, has high technology content, powerful functions, advanced design, long use time span and is popular all over the world, especially in the European and American markets. welcome. Sky worth's business philosophy is market-oriented and customer-focused; international competition is the first goal, and the pursuit of efficiency is the first; sales of fixed production, rapid production of marketable products; and the establishment of a rapid response mechanism, from development, Production to sales strictly follow market rules to adapt to the rapidly changing market. Sky worth has also implemented a localized marketing strategy.It has established a production line for mid-range TVs in Malaysia, where the market environment is relatively familiar and the labor cost is relatively low, mainly for Indonesia, Thailand, Malaysia, Vietnam and other Southeast Asian countries and regions. Low investment in Mexico and Turkey to build factories. As of March 1999, Sky worth has become one of Mexico's most popular brands-Global Brand Network-with a 5% market share in the mid-to-high-end market. The production base of "Sky worth" in Mexico has been fully launched, and large-scale exports have begun directly to the US market. Sky worth TV was rated as the best model in Switzerland, occupying a 20% share of the local color TV market. Sky worth also signed huge orders for DVB (Digital Satellite Receiver), DVD and digital TV with the world's largest retail organization-Wal-Mart and the famous American chain Circnit.City. In the European and American markets, "Sky worth" TV has been placed on the same counter as the world famous brands "Panasonic" and "Sony". In the first two months of 1999, Sky worth ’s exports in Southeast Asia alone exceeded 80% of last year(Jing Tao, 2019).

3.3 Find

Factors such as the international environment and government policies are indeed very important for enterprises, but large-scale changes are inflexible, and are usually adjusted afterwards, and it takes a lot of cases to make changes. In this case, many SMEs have already Become a victim. Therefore, this article is more inclined to find problems from the enterprise itself for analysis and improvement, and make full use of the support of the external environment, rather than asking for external favorable conditions.

DISCUSSION

This article expounds the reasons of middle and small-sized enterprises' international operation, and conducts SWOT analysis on this. Due to the limited conditions, combined with case analysis, it gives its own point of view from a macro perspective. Most small and medium-sized enterprises are partnerships, and most of them are family businesses. Due to their own problems, it is difficult to find investment targets. In addition, family management, do not understand the use of talent, dare not manage, will not manage, ignorance of industry norms, business standards, legal restrictions, etc., to stop overseas to struggle. Some companies do not understand cooperation, vicious competition, lower prices without a bottom line, disrupt market balance, and are eventually forced to withdraw from the foreign trade market (Middle East Online, 2014). The research on the market requires a lot of data and practical experience as the basis. The article only puts forward a few suggestions from the perspective of the enterprise itself. After all, the government and the international environment cannot be changed by an enterprise alone, and the policy advantage can be used to improve its own situation. Survive in the cracks.

LIMITATION

Due to the short time and the long time interval for related research, this article did not conduct a systematic investigation. The research methodology is partly through case analysis, referring to the existing literature, and network information, and summarized, only representing personal views. Since the SWOT method came out too early, there will be some deviations in analyzing today's enterprises.Due to market changes and developments, there has not been much research on the internationalization of small and medium-sized enterprises in recent years. After the global epidemic this year, the survival of small and medium-sized enterprises is worrying, and research can continue in this direction.

CONCLUSION

This article puts forward the following conclusions through analysis and sorting. ①Select a reasonable development path for middle and small-sized enterprises internationalization. Internationalization is one of the main strategies for middle and small-sized enterprises to grow into large multinational companies. In the context of global economic integration, the domestic market will continue to internationalize, and small and medium-sized enterprises will face more intense international competition. Under such circumstances, China's middle and small-sized enterprises need to make rational choices in terms of subject choice, industry choice, regional choice, and entry mode choice. It is necessary to choose trade-based, contract-based or investment-based entry methods based on the middle and small-sized enterprises' own conditions. ②Cultivation and introduction of international management talents, the competition of enterprises in the final analysis is the competition of talents. In view of the current problem of low quality of talents in the international management of small and medium-sized enterprises in China, we must pay attention to the cultivation of talents. Develop and improve an effective personnel training mechanism, train in-service personnel in transnational operations, and train a group of high-quality international management personnel. Enterprises can also directly hire experienced personnel from the Ministry of Foreign Trade and Economic Cooperation, and even recruit foreign professionals. ③. Market-oriented, determined to enter the country, produce products, audiences, are highly sensitive to the market, make adjustments at any time.④ play a comparative advantage,middle and small-sized enterprises because their own technology and capital do not have the advantage, reduce prices and occupy market share, which is conducive to long-term development of. ⑤ Innovation, with the continuous progress of society, innovation is gradually subdivided into each specific section, technological innovation, service innovation, product innovation, management innovation, knowledge innovation, system innovation, organizational innovation, etc. This eternal topic is An important reason for the failure of many companies.

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ANALYSIS OF MODERN HOTEL INNOVATION MANAGEMENT

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ABSTRACT

With the rapid development of market economy, the hotel industry, as the main part of the service industry, can develop in the hotel innovation management, and finally stand out and win in the fierce international market competition. The hotel must deeply understand these outstanding problems, solve these outstanding problems, and constantly improve the development process of modern hotel enterprise management innovation and management and some of them. In order to correctly study and formulate a good modern hotel enterprise development strategy management strategy. This paper mainly analyzes the problems existing in the current hotel management, and carries on the quantitative analysis, takes the Taoli Garden Hotel management innovation as the case list, through the analysis of the fuzzy evaluation results and the observation and interview of the Taoli Garden Hotel innovation activities, the related personnel, points out the Taoli Garden Hotel based on the management innovation competitiveness constraints, according to the research results of the article put forward countermeasures and suggestions.

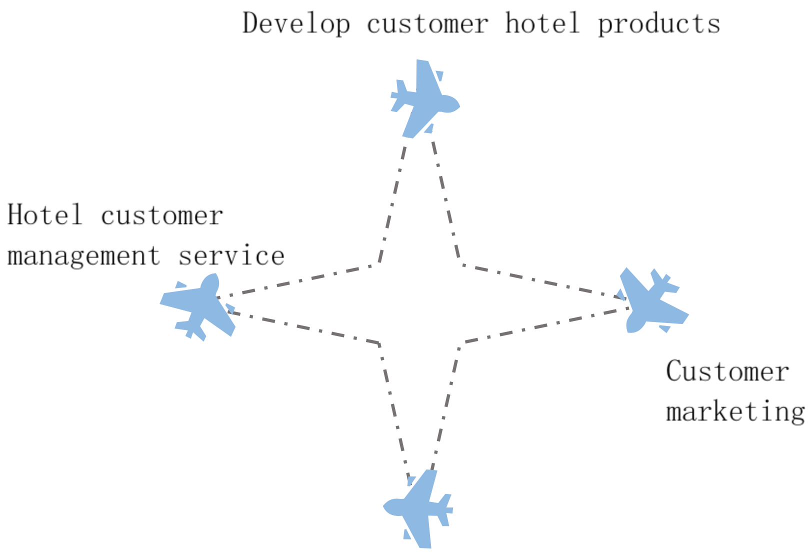
Keywords: innovation; hotel management; problems; coping strategies;

INTRODUCTION

1. Background and importance of the problem

Innovation, Is the highest frequency of use in the 21st century, One of the best known words, It is the embodiment of the competitiveness of an enterprise and even a nation and a country. (Jinyulin,) Annex 2012). Innovation, Not a marketing stunt, It's not just a hot spot. Innovation is an enterprise capability, To meet the needs of consumers, Can bring competitiveness to enterprises. With the development of reform and opening up, The competition between hotels is growing, Increased exchanges between countries, The rapid development of tourism has also led to the development of the hotel industry, The hotel industry has become an important part of my third largest industry. (Wangweihong,) Annex 2009). The rapid development of the hotel industry has brought great economic benefits to the country, But the shortage of hotel innovation management is also the main obstacle to the development of hotel industry, These are our urgent requirements to strengthen the training of hotel managers. The hotel realizes the benefit of hotel operators by providing free hotel products and supporting services. (Zhushouxun,) Annex (2016). Customer experience as the ultimate recipient of hotel products and after-sales service, This has always been essential for star hotels. Professional hotel personnel serving customers are an important foundation for the survival and sustainable development of enterprises, Professional hotel talents with stable service customers are valuable human resources to adapt to market competition.

Figure 1.1 Hotel Innovation Management



Customer relationship maintenance

Hotel innovation management technology is one of the main competitive means to win the market advantage in the fierce international market competition. Through customer investigation and analysis, the business of customer investigation and management is essentially to carry out customer product development, customer management service, customer marketing, customer relationship maintenance, and promote the overall value of the company's customers. For China's hotel industry, innovation and development has special strategic significance. If hotel catering products are not tangible software products or computer processing software, it is difficult to successfully apply for patents, and the possibility of patent application in hotel catering service industry is small. They are easily imitated and copied at will, and when a product is easily copied by the user, people often find that there are two distinct thinking attitudes. Because of the introduction of a new product, others can copy quickly, so will not try to innovate. (Zhengjing,2013 years). This attitude is clearly undesirable. Another attitude advocated by hotel innovation management; continuous innovation, walking in the forefront of innovation in the same industry, won a good reputation.

Hotel enterprises are profitable by providing customers with various productive activities such as home accommodation, catering and leisure and entertainment, and there is a big difference between it and other tourism industries, and they will also sell some special products. (Xunjiacheng,2014 years). Nowadays, although the rapid growth of quantity has high social and economic benefits, many problems have been completely ignored by the hotel management innovation and management in our country.

Most hotels lack senior management. (Linyanli,2012 years). In recent years, we have only begun to attach importance to hotel management personnel, which also leads to the lack of hotel management personnel. Although many colleges and universities in China have begun to open hotel management major, most students are unwilling to engage in the hotel industry after graduation, which makes the hotel management lack of outstanding personnel. In addition, the flow of hotel staff is very common, which will cause brain drain and increase the cost of hotel operation. In general, China's current hotel industry lacks excellent management personnel.

The mode of hotel management is not perfect. (Anmeili,2012 years). At present, most of the hotel management systems in China have some problems. Most hotels are considered small hotels, because of their different geographical location, their economic development is different, can not keep up with the pace of hotel economic development around the world. Most hotels do not have a complete modern hotel innovation management information system. (Liyan,2012 years). However, because of the traditional modern hotel management innovation management mode and method, can not keep pace with the times, solve some practical problems because of the lack of emergency. (Zhangning,2013 years). These modern hotels lose a good advantage and fall into a competitive disadvantage.

Most hotels don't care about cultural construction. Most hotels in China only pursue economic benefits and do not care much about their own cultural construction. (Xunjiacheng,2014 years). Hotel culture refers to the hotel according to its own characteristics, around the long-term business objectives, for the survival and development of the hotel itself established a value. (Yangfuyu,2013 years). Most hotel management in China does not care about hotel culture, so it can not form a good influence of hotel culture. And most hotel employees don't love their careers and jobs and never want to participate in hotel management and decision-making. (Wuyuan,2016 years). The fundamental reason is that the hotel lacks culture to influence the staff, and the hotel staff can not really form their own survival and development and the core values of the hotel.

2. research objectives

This paper is from the perspective of hotel innovation management, which is a major innovation in the perspective of research. At present, the research on hotel innovation and hotel management is very much and perfect, but the research on combining the two is very few. Deeply understand these outstanding problems, solve these outstanding problems, and constantly improve the development process of modern hotel enterprise management strategy innovation management and some outstanding problems. In order to correctly study and formulate a good modern hotel enterprise development strategy management strategy. This article studies the hotel innovation management is a breakthrough to the existing research.

RESEARCH SCOPE

In this study, considering the shortcomings of the existing research, from the perspective of innovation to study modern hotel innovation management, and quantitative analysis. Firstly, we analyze the existing problems of innovation to modern hotel management in theory, establish the hotel evaluation index system based on management innovation, and use AHP to determine the weight, then use fuzzy analysis to analyze the Ta Li Yuan Hotel based on management innovation.

5.Expected benefits of research

To meet the needs of enterprise development, to meet the needs of market competition, the application of the results of this study guidance

The hotel improves the existing enterprise management methods, methods and systems, adjusts the modern hotel innovation management, promotes the modern hotel to carry on the innovation positively and effectively, promotes the hotel service innovation, satisfies the consumer increasingly individualized demand, promotes our country hotel to develop well and quickly. It is still in the stage of preliminary research, most of which are quantitative research. On the basis of literature research, this paper constructs an evaluation index system based on hotel innovation management through theoretical analysis, and then carries on the fuzzy evaluation to the Taoli Garden Hotel. The whole research is beneficial to the relationship between innovation and management from the quantitative point of view. At the same time, the results of empirical analysis are helpful for Taoli Garden Hotel to adjust its own innovative management and optimize it from the angle of enhancing the competitiveness of enterprises.

LITERATURE REVIEW

In recent years, with the development of economy and the rise of tourism and vacation market, the hotel's tourist market has undergone fundamental changes in structure. Hotels should make full use of this situation and speed up the transformation and upgrading of hotels. (Lichan,2011 years). Expand the concept of "hotel" to achieve differentiated management. The standard hotel is a commercial institution that provides financial benefits by renting guest rooms and other service facilities on the basis of its buildings. The differentiated management of the hotel can focus on the hotel environment, design style, culture, service mode, product matching, consumption structure, information level and humanization, individuation, green environmental protection, to provide guests with different consumption experience. (Masijia,2013 years).

Taking Taoli Garden Hotel as an example, Continuous and steady development of management, 2019, Taoli Garden Hotel Co., Ltd.'s annual operating income increased 1.73 million yuan, Profit increased by 1.63 million yuan, The recovery rate of economic accounts receivable is 100.60%, Four percentage points higher than the group's assessment target, No new bad assets, Safe and orderly production, The quality of service continues to improve. Taoli Garden Hotel keeps up with the company's strategy, Take "innovation management fine, product characteristic, service individuation" as the grasp, To improve service quality and management, To achieve sustained and steady development of management and management, Maintain a leading level in the same type of hotel. The hotel carefully sets its annual business objectives, To determine the management guidelines, Prepare and implement annual work plans such as overall budget and economic responsibility; Depending on the market, Adjust marketing strategy, Increase the introduction of meetings, There are 36,111.5 conference rooms in 2019, An increase of 2986 over the previous year; To open up new online booking channels, Strengthen cooperation with Meituan Ali Flying Pig booking platform, Through the platform to introduce 1311 reservations, Has formed the new economic growth point; Continue to strengthen revenue management, The annual rental rate and average house prices increased by 0.56 percentage points and 14.03 yuan per night respectively.

Develop resource-saving enterprise creation activities. Taoli Garden Hotel, deep potential, cost savings, Through the creation of resource-efficient enterprises, Vigorously promote the "hotel operation quality improvement measures 100", All the staff and workers' awareness of energy conservation and conservation is constantly enhanced, Energy saving skills, The action of energy saving and saving has become a trend. Hotel staffing, From 292 at the beginning of last year to 272 at the end of the year. in terms of energy conservation and emission reduction, material procurement, material consumption, project bidding, hospitality expenses, etc., Deepening potential, strengthening supervision, and careful calculation, Cost-expense profit margin of 22.2%(excluding interest), An increase of 3.06 percentage points over the same period last year; The ten thousand yuan energy consumption ratio is 4.10, Down 0.02 percentage points from a year earlier, Effectively alleviates the price rise, the manpower cost increases the management pressure.

Improve hardware conditions and service quality, around the innovative concept of sustainable development, Taoli Garden Hotel further improve hardware conditions, improve service quality. Over the past year, the curtain wall glass insulation film, each floor fire door renovation, the main building and attached building grocery ladder renovation, room area monitoring renovation, attached building 4 floor staff dormitory decoration, Gui Yu Hall ceiling renovation, fish pond renovation and installation of network security monitoring and other engineering projects. While improving the hardware, further promote the quality of service. Service work has standards, procedures, inspection, supervision, on the basis of standardization towards innovative management development; through various forms of training, timely recognition and reward of good people and good deeds, improve the staff training system and incentive mechanism to promote the growth of staff and workers; through the hotel quality management team to service quality internal audit, collect guest opinions or suggestions, timely detection and rectification of problems, stability and improve service quality; pay attention to the feedback of unannounced visits and online comments, timely correction of non-standard behavior, maintain stability to customer service quality.

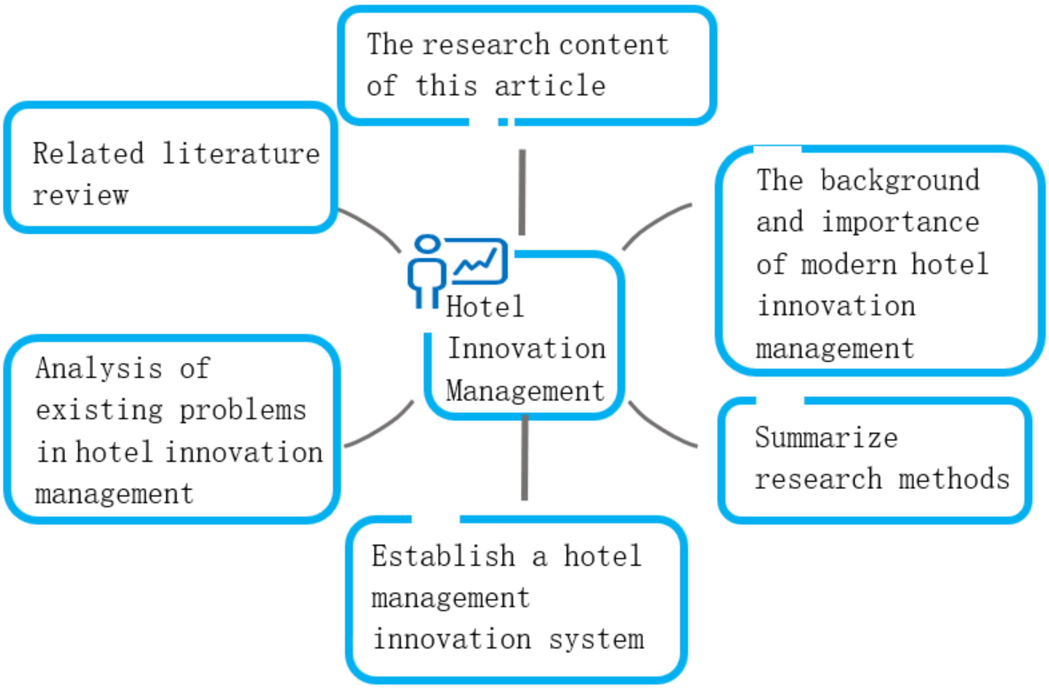
Taoli Garden Hotel adhere to people-oriented, focus on cohesion project, strive to improve the sense of better life for workers. (Liushan,2014 years). In 2019, the annual per capita income of staff and workers increased by 9.6% from the same period last year. Since January 2019, the per capita income has increased by more than 300 yuan per month.

Strengthen the training of hotel staff. (Yuxidi,2015 years).Know that talent is the most important resource within the hotel. The competition between hotels is actually the competition between talents, talent is the basis of hotel survival and development. The hotel should adopt the people-oriented idea in the innovation management, train the staff continuously, improve the staff's cultural beauty and working ability. The ability of employees to work will make them work harder and promote the development of the hotel.

Establish a sound hotel management system. (Hejia,2014 years). For example, if hotel innovation management wants to gain advantage in market competition, it must have a relatively sound management system. In order to adapt to the change and development of the times and reform the existing hotel management mode and system, it is necessary to establish a sound management system as soon as possible to improve the service level and quality of the hotel management. (Zhangyan,2014 years). Attention should be paid to ensuring the coordination and unified development of various departments within the hotel, strengthening the communication and cooperation among various departments, so that the staff can form a good interaction and tacit understanding, and achieve twice the result with half the effort.

Carry on the hotel culture innovation.If the enterprise wants to develop for a long time, it must regard the enterprise culture innovation as the basic motive force of the enterprise development. Culture is the foundation and condition of hotel development. (Geli,2012 years). Especially in the current situation, the innovation and development of hotel culture has always been the soul of a hotel, but also the root cause of the unity of a hotel staff, and will bring incalculable social and economic benefits for the survival and development of a hotel. Regular hotel cultural activities can enable hotel staff to have a deeper understanding and understanding of hotel culture, so as to start working hard and establish good relations with other employees. In order to work hard and establish a good relationship with other employees. (Congna,2007 years). Therefore, cultural innovation plays a very important role in enterprise management. In the current market situation, if our hotel enterprises want to win and occupy the advantage in the fierce market competition, they must correctly understand and see some problems that may exist in the management of hotels. Find a good future development countermeasures.

RESEARCH FRAMEWORK



RESEARCH METHODOLOGY

8.1 Population and sample group

Because of the disadvantages and advantages of each research method, this study adopts various research methods and absorbs various kinds of research methods

The advantages of the method, make up for the shortcomings, and try to get the results credible and reliable. Literature research. The literature research has laid a solid foundation for the research of this paper. By combing the literature on hotel innovation management, the author summarizes the shortcomings and experiences of previous studies and forms the research goal of this paper.

8.2 Research tools

Theoretical research. Any research must carry on the sufficient theory research, this article is no exception carries on the system theory research, has discussed the hotel innovation management from the theory angle, has laid the foundation for this article scientific reasonable establishment based on the modern hotel innovation management appraisal system.i

Quantitative analysis. In this paper, the weight of each index of enterprise competitiveness based on technological innovation hotel is determined by analytic hierarchy process, and the fuzzy evaluation method is used to analyze the innovation management of Taoli Garden Hotel based on technological innovation competitiveness. The quantitative method can effectively overcome the deficiency of qualitative analysis and make the analysis results intuitive and comparable.

8.3 Data analysis

Observation, interview. Through the innovative management activities of Taoli Garden Hotel and the interviews with innovative managers and managers, the restrictive factors of promotion are analyzed.

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THE STUDY OF PROFESSIONAL EMOTION OF YOUNG TEACHERS IN COLLEGES AND UNIVERSITIES

YEPING LU

ABSTRACT

Through the review of teachers' professional emotion research, it is found that most scholars are concerned about the connotation and structure of teachers' professional emotions. Some scholars have elaborated on teachers' professional emotion, and took the teacher's professional identity and teacher's job burnout as the concrete manifestations of teacher's professional emotion. These studies in this paper provide a solid theoretical basis for the study of professional emotions of young teachers in colleges and universities, but lack comprehensiveness and integrity. At the same time, scholars in China have studied the Professional emotion of teachers in China, mainly in primary and secondary school teachers. However, there is relatively little research on the Professional emotion of college teachers. Although there are some differences between primary and secondary school teachers and university teachers, their basic attributes are similar. Therefore, the study of teachers' professional emotion in primary and secondary schools enriches the theory of teachers' professional emotion to a certain extent, but the scope of research is small. The research is mostly quantitative research, and there may be regional differences.

Keywords: professional emotion, college and university teachers, young teacher

INTRODUCTION

In China's education system, teachers have been playing the role of the core elements, and their development has a direct impact on China's education level and quality of personnel training (Xu Jihong, Dong Yuxuan, 2012). The change of this view also marks the gradual change of teacher development research from technical ism to humanism. Among them, teacher emotion as an important part of teacher's psychological activities and teaching practice has also been paid more and more attention, and gradually become a hot topic of teacher development research. In order to enlighten the study of future development of teachers, this paper tries to summarize literature of international teachers' emotional research in the past five years, explore the general direction and trend of international teachers' emotional research, and briefly analyze the current situation of teachers' emotional research.

1.1 Background:

Entering the 21st century, with the development of knowledge economy, colleges and universities have become the main base of national knowledge innovation and the important cradle of cultivating innovative spirit and talents, as well as the main source of high-level creative talents. Speeding up the development of university education has also become the preferred strategy for national competition. Colleges and universities need to continuously improve the stock and quality of human resources of young teachers in colleges and universities, which is a fundamental way and method to improve the competitiveness of universities.

At present, many colleges and universities in China are faced with the problem, on the one hand, at great expense of attracting and bringing in talent, hoping to enhance the competitiveness of schools, but on the other hand, many talents are constantly being lost. This reflects that there are still many problems in management of teachers' human resources in colleges and universities, which hinder the process of creating world-class universities in our country. In addition, as the upper terminal of the education system, colleges and universities are bound to experience the impact of cultural, economic and other changes, facing great pressure of reform.

1.2 The basic issues to be looked at in this study are:

1.What is the professional emotion of young teachers in colleges and universities at present?

2.What factors will affect the professional emotion of young teachers in colleges and universities?

3.How to cultivate and enhance the professional emotion of young teachers in colleges and universities?

From the factors of influence to the policy of the problem, whole research will be around the professional emotion of the young teachers in colleges and universities, and the professional emotion of the young teachers in colleges and universities becomes the key word of the study.

1.3 Research Objectives

1.3.1 The purpose of this study is to:

1.3.1.1 To understand the current situation of professional emotion of young teachers in colleges and universities

1.3.1.2 To study the occupational emotional influence factors of young teachers in colleges and universities, and to cultivate positive factors

1.3.1.3 To improve the status quo of the professional emotion of young teachers in colleges and universities to provide relevant advice

LITERATURE REVIEW

2. 1 Definition of the identity of young teachers in universities

College teachers are professional and technical personnel who specialize in educational and teaching activities in higher education institutions, excluding staff engaged in educational management and tutoring students.

Young teachers in colleges and universities refer to full-time teachers under the age of 40 who have the qualification certificate of higher education and who specialize in teaching and scientific research in ordinary colleges and universities with the right to grant master's degrees or above, and who are mainly engaged in teaching and scientific research (Li Yijiang, 2013). In addition to this definition, young teachers in colleges and universities also have youth, enthusiasm, vitality, self-improvement and other labels. They are diligent and sincere, have the ability to reflect and critical spirit, and form a group. This group is, the University of Foreign Economics and Trade Associate Professor Lian Si called the "worker bee" clan (Lian Si,2012). In addition, the human resources of college teachers are the resources with strong mobility, and the innovation of knowledge determines that human resources must have objective mobility. College teachers tend to pay attention to more advanced than material needs, such as access to social recognition and respect, the need to meet higher-level needs, and the pursuit of self-worth embodiment.

2.2 Professional emotions

Professional emotion is a special form of social emotion in general. it is an integral part of social emotion. Professional emotion is the psychological experience of a person engaged in a profession and the external emotional expression resulting from it.

The nature of occupation is different, and the professional emotion has different content and characteristics. Although professional emotions are changing, there are rules to follow. From the content, professional emotion can be divided into positive professional emotion and negative professional emotion. Positive Professional emotion include love for their jobs, hard work, willingness to devote themselves to their careers and so on. Negative Professional emotion include not loving their jobs, not working hard, paying for their work, complaining and so on; Qualitatively, it is divided into high-level professional emotion and low-level professional emotion. Senior professional emotions include a sense of professional obligation, a sense of professional responsibility, a sense of professional honor, a sense of professional ethics, and a sense of professional beauty. The level of professional emotion reflects the ideological status, labor attitude, moral quality and personality characteristics of professional workers. "People with positive Professional emotion, in the process of engaging in the profession, have a profound understanding of their own sense of professional needs, and therefore have a great love for their own career. People with this characteristic, regardless of how the outside world views and evaluates their careers, can always be proud of themselves.

2.3 Professional emotion of college teachers

Teacher's professional emotion is whether teacher's social needs can be satisfied in the educational and teaching environment, and the positive or negative psychological reaction to teacher's profession is more lasting. The professional emotion of college teachers refers to the inner experience and feeling of college teachers as the main body of educational professional activities, the recognition of teachers' professional value in their educational and teaching activities and scientific research activities, and whether the educational work meets their own needs.

Zhang Yizhong (2,012) believes that teachers' professional emotions are the inner experiences and feelings of teachers on whether their educational work meets their own needs . The sense of career, teacher's love, sense of responsibility and achievement is the basic content of teacher's professional emotion. It requires teachers to have emotional enthusiasm, richness, stability, depth and infectiousness, only in this way can we promote the development of teachers and students and improve the quality of education. Teachers' professional emotions are generated through the four interrelated stages of feeling, cognition, experience, and reaction, and are reflected through sound expressions, facial expressions and body expressions. The cultivation of teachers' professional emotion not only needs teachers to strengthen professional consciousness, cultivate professional taste and strengthen self- cultivation, but also needs schools and society to provide corresponding environment and conditions to give teachers emotional care.

2.4 Job burnout

Job burnout refers to the state of physical and mental fatigue and exhaustion caused by the inability of individuals to fulfill their professional requirements physically, mentally, mentally and physically. Job burnout is the main expression of negative professional emotion, and helping others is an important field of job burnout research, and job burnout among teachers has become the focus of many scholars abroad. Friedman I. Farber B A, an American clinical psychologist who first introduced job burnout into psychology, notes that " The workers who are engaged in helping profession are one of the high incidence groups of job burnout." Christina Maslach, Michael P. Leiter. It was also noted that "workers in assisted occupations, such as nurses, doctors, social workers and teachers, are the groups most prone to job burnout." "Teacher's job burnout is the fatigue, burnout and so on that teachers experience when they are in a stressful working environment for a long time, but they can't cope smoothly with the stress at work, and it is the exhaustion of emotions, attitudes and behaviors that teachers experience under long-term stress." Professional well-being is the main expression of teachers' positive Professional emotion.

2.5 Study the status quo

2.5.1 Research on emotions

Emotion belongs to the category of psychological research, from the psychological point of view, "emotion is the attitude experience caused by whether the objective things meet the needs of society", is a very important part of the human spiritual world. "People's understanding of the objective world is not pure logic, pure rational cognitive behavior, but a subject activity of living reality including non-logical and irrational factors such as emotion and will." In 1980, James expounded his thoughts on emotion in his book The Principles of Psychology, and James mainly explained the physiological sense of "rough" emotions and "fine" emotions and their structure, organization, and conditions. James believes that emotion is not a psychological or spiritual process, but an internal, physiological process, in which emotional stimulation leads to the physiological response of the body, which in turn leads to the production of emotional experiences.

Synthesis of existing research results, generally defined emotion as emotion is a subjective feeling or subjective experience of whether an objective thing meets his own needs, and an external manifestation of the psychological activities produced by a certain event and environment. "Emotion mainly refers to the individual's inner experience and psychological change course, usually accompanied by - fixed physical movement, can map a person's "whole mental outlook." Currently, the seven generally accepted emotional categories are happiness, sadness, surprise, fear, anger, disgust, and contempt.

With the development of social civilization, emotion is not only the scope of psychological research. Philosophy, education and sociology have also begun to study and discuss emotions from different perspectives. In education, the study of emotion is directed to the dual subject of educational activities --- teachers and students. There is no lack of research on emotion in pedding, but monographs devoted to the study of teachers' educational emotions are rare, and educators mostly refer to it in their educational literature, arguing that teachers' emotions play an irreplaceable role in students' learning and physical and mental development. Teachers are the practitioners of educational and teaching work, and their emotional state and emotional practice in the workplace will eventually be related to the quality of education and school improvement, so it is of great practical significance to study teachers' professional emotions.

2.5.2 Research on occupational emotions

Regarding the study of professional emotion, there are some differences in the focus between foreign scholars and domestic scholars. Most foreign scholars focus on the correlation between individual needs and practitioners' emotions. According to the needs of individuals, occupational emotions can be divided into categories. Alderfer, a professor of behavior at Yale University in the United States, is generally accepted that "professional emotion is a manifestation of whether the need for survival is met". Individual needs are an important factor affecting emotion, in Alderf's view, occupation is only a means of people's survival, people choose a career in order to survive. This view is very utilitarian, that the need for survival is the most basic Professional emotion. Many scholars regard job burnout as a manifestation of negative professional emotions. In 1974, Verdenberg proposed the concept of job burnout.

Shang Yong(2,007),a Chinese scholar, tries to explore the connotation of professional emotion from the three angles of the process of emotion generation, the motivation of emotion generation and the effect of emotion generation. To define professional emotion from the process of emotion, he thinks that "professional emotion is a subjective experience, an externalized emotional expression, an introspective mood state of mind." He used Maslow's need type theory as an analytical tool to divide professional emotion into three types. The first type is the sense of professional identity, that professional emotion is a "physiological need", "security needs." The second type is the sense of professional honor, which is an emotional need based on basic needs, maslow says in his book, "respect for demand refers to the individual in order to obtain a stable position, personal ability to be recognized and respected by society." "People are recognized by society by their profession, and thus feel the value of the individual's existence. The third level is professionalism, which is the highest state of professional emotion, people not only take the profession as a means of making a living, but also love the profession, as a way to realize self-worth. The scholar's comprehensive connotation analysis of professional emotion provides a certain theoretical basis for the follow-up researchers.

2.5.3 The meaning of teachers' professional emotions

Teacher's professional emotion is the teacher's unique emotion in the work of education and teaching, and has a certain kind of uniqueness. Positive teacher's professional emotion is the teacher's recognition of his own profession, which has certain individual subjectivity and stability. Emotion is the fundamental of human, and teacher's professional emotion is the necessary ability and quality for teachers to engage in educational and teaching activities.

Liu Yi (1,995), anearly scholar,discussed the expression and function of teachers' professional emotions from the perspective of collectivism. He thinks that teachers' professional emotion refers to "the psychological activities that care and love people or things and their surrounding environment in teaching activities", "is the driving force to promote teachers' active work, is the condition that infects and stimulates students' positiveness, and is the embodiment of teachers' personal correct educational thoughts." The main performance is love of students, love of education, love of school, love of colleagues love the collective, hard work. The role of teacher's professional emotion mostly points to the students, and thinks that teacher's professional emotion can promote teachers to teach according to their talents and educate people carefully, so as to improve the teaching effect and teaching quality.

The scholar Zhang Yizhong(2,010)defines the teacher's professional emotion from the connotation, content and requirements of the teacher's professional emotion. Teacher's professionalemotion refers to "the teacher's stable attitude and experience to whether the teacher's profession meets his own needs", the teacher's professional emotion belt has obvious subjective color,the teacher's professional emotion varies from person to person. The contents of teacher's professional emotion include career confusion, teacher's love, sense of responsibility and sense of achievement. These four feelings are based on the teacher's deep love and understanding of the profession on the basis of positive feelings. Emotion is infectious, teachers good professional emotion can infect students through language, action, promote the growth of students, improve the quality of education, which is the external direction of emotion. The internal pointing performance of emotion promotes the development of teachers, and good professional emotion can promote teachers' physical and mental development and their own professional development in order to better realize self-worth. Professor Zhang Yizhong further explores how to cultivate teachers' professional emotions and create a good external environment by strengthening teachers' professional consciousness. To serve and eliminate the factors that affect teachers' bad emotions, and to promote teachers to form positive Professional emotion.

In the specific expression of teacher's professional emotion, Chinese scholars have also made efforts in empirical research, mainly on the causes of teacher's professional emotion dilution. Scholar Li Zhiying (2,011)talked about the teacher's professional emotional dilution mainly manifested in the following aspects: teachers have a negative professional emotion, long-term job burnout is the main reason for teachers to lose professional enthusiasm; Under the influence of the concept of market economy, the relationship between teachers and students has undergone great changes, and there is no shortage of students who regard the relationship between teachers and students as the relationship between "business" and "consumers", and the teachers' work as "service", which affects teachers' psychology; Teachers' interpersonal diversity, in dealing with interpersonal relationships, easy to appear role conflict; There are some teachers lack the pursuit of lofty professional ideals, can not correctly understand their own shoulders of the lofty mission and responsibility.

2.5.4 Empirical study of teachers' professional emotions

Some scholars try to visually reflect the current situation of teachers' professional emotion through empirical investigation and research. Because of the complexity of teacher's professional emotion, scholars divide the structure of teacher's professional emotion differently. Some scholars think that the structure of teachers' professional emotion includes three parts: teachers' recognition of profession, teachers' love for students and teachers' expectations of themselves, and the survey is carried out from the three dimensions of teachers' satisfaction, loyalty and work status, and reflects teachers' professional identity through satisfaction and loyalty. The results of the survey show that the overall professional identity of primary and secondary school teachers is positive, most teachers have the correct view of students, can respect and treat students fairly, and have more confidence in the future self-realization. Other scholars think that teachers' pre-service emotional education can not be ignored, therefore, in the primary and secondary school teachers professional emotional survey will be included in the scope of the survey. This paper mainly investigates the professional emotional situation of prospective teachers, starting with the subjective attitude of trainee teachers, the social responsibility of teachers' profession and the attractiveness of teachers' profession. The professional emotion of teachers in primary and secondary schools mainly reflects the current situation of teachers' professional emotions by investigating their views, attitudes and intentions towards the profession.

On the whole, scholars' research on teachers' professional emotions mainly focuses on teachers' professional attitude and professional experience. Professional attitudes include professional identity, job satisfaction, professional loyalty, and professional experience includes professional well-being, professional achievement, and professional honor. Some scholars have studied the characteristics of the professional emotional structure of physical education teachers in primary and secondary schools in Chongqing through questionnaires, and concluded that the professional emotions of physical education teachers are composed of 6 elements, such as "professionalism, self-confidence, love of life, sense of mission, sense of achievement, sense of innovation," and compiled the "Professional Emotional Scale of Physical Education Teachers in Primary and Secondary Schools in Chongqing City" LiangJianping, Zhao Jinxi, Ye Changquan (2,014), which provides an effective measuring toolfor the professional emotional assessment of physical education teachersinprimary and secondary schools.

With regard to the study of teachers' professional emotion, scholars focus mostly on the professional emotion of primary and secondary school teachers, and think that good teacher's professional emotion can promote students' growth and improve teaching quality and teaching efficiency. There is relatively little research on the professional emotion of college teachers, and most of the research on college teachers' recognition and professional satisfaction in this fewer studies.

Some scholars have analyzed and investigated the current situation of professional identity of university teachers in Our country, and the results show that the overall level of professional identity of university teachers in our country is general, and there are significant differences in the professional identity of teachers in the title and academic qualifications. Professional identity is an important part of professional emotion, and college teachers are the backbone of educational development. Efforts should be made to improve the professional identity of college teachers and promote the formation of positive Professional emotion. Some scholars study the professional emotions of young teachers in higher vocational colleges and universities, and study the current situation of young teachers' professional emotions from the four dimensions of teachers' professional satisfaction, professional professionalism, sense of professional belonging and sense of professional responsibility. The difference analysis of gender, teaching age and job title shows that male teachers are significantly higher than female teachers in terms of professional satisfaction and sense of professional belonging, teaching assistants and associate professors are significantly higher than lecturers and professors, and teachers with teaching age of 3-5 years are significantly higher than teachers with teaching age of more than 7 years. In view of this phenomenon, scholars believe that "young teachers should be multiple optimization, self-improvement;" Organizational management, multiple incentives. ”

RESEARCH METHODOLOGY

3.1 Research Design

This study mainly uses two methods to collect data, namely: questionnaire adjustment, interview.

The purpose of collecting information in these two ways is to gain as much in-depth understanding and multiple evidence of research problems as possible from multiple channels and dimensions, thus helping to study more truthfully, credically, and closer to the nature and core of research problems. Among them, questionnaire is the main way of data collection, interview method is the questionnaire to adjust the data supplement and explanation, the two kinds of research data mutually confirm and test, as far as possible to make the results of the study as possible.

This study mainly uses three methods to collect data: literature, questionnaire and interview.

The purpose of using these three methods to collect data is to have a deep understanding and multiple confirmation of the research problems from multiple channels and multi dimensions, so as to make the research more authentic, more credible and closer to the essence and core of the research problems. Questionnaire survey is the main way of data collection, interview method is the supplement and explanation of the questionnaire data, three kinds of research data confirm and test each other, try to make the research results as consistent as possible.

3.2 The collection of survey information □□

(1) Design The outline of the questionnaire □□

(2) Determine who the survey is about young teacher

(3) The implementation of the questionnaire □□

3.3 The collection of interview □□

(1) Design Interview Content Outline □□

(2) Identify the interviewees

(3) The implementation of the interview □

CONCLUSION

Teachers have always been the core role in the education system, and the role of teachers' good professional emotional experience in students' development is a common topic, but the research on the influence of teachers' development needs to be paid attention to and continued. In essence, teachers have a good professional emotional experience is the inshaustible driving force of teachers' professional development, and negative professional emotional experience will affect the construction of the entire teaching staff and the professional development passion of individual teachers. In order to better serve the cause of education and cultivate more outstanding talents, the research of its development status must be paid attention to accordingly. Today, teachers' professional emotional research has become an emerging research topic, and attention and discussion are increasing. However, as far as the current situation of domestic research in China is concerned, the study of teachers' professional emotions is only just beginning, and empirical research is even scarcer. Therefore, we should open our minds, learn from the outstanding achievements of international related aspects, and open up our own emotional research system for teachers from a multi-research perspective.

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ANALYSIS ON THE CROSS-CULTURAL MANAGEMENT MODEL OF CHINESE ENTERPRISES IN THE CONTEXT OF CULTURAL DIFFERENCES

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ABSTRACT

cultural differences will have a significant impact on multinational companies or joint ventures. With the entry of China into WTO organizations and the promotion of global economic integration, a large number of foreign investors have entered China, and Chinese enterprises have joined the great wave of global economic development. Transnational, cross-regional cooperation with foreign investors. In these multinational corporations or joint ventures, employees come from different cultural backgrounds, historical traditions and countries, forming great cultural differences, which often lead to contradictions and conflicts in business management, but also restrict the long-term development and competitiveness of enterprises, because cross-cultural management is becoming more and more prominent and accepted Importance of business.

Through literature research, this paper discusses how Chinese enterprises should take countermeasures in the face of conflicts caused by cultural differences, and analyzes the mode of cross-cultural management of Chinese enterprises. Combined with the case of failure and success of multinational enterprises, this paper analyzes the disadvantages and shortcomings of cross-cultural management, finds out the balance point of cultural differences, and puts forward targeted measures.

Keywords: cultural differences, Chinese enterprises, cultural connotations, cross-cultural management.

INTRODUCTION

1.1 Issues raised and significance of research

With the reform and opening up of China since 1978, China's absorption of foreign direct investment and foreign investment has been expanding, according to 2017 statistics, China's foreign investment enterprises reached 27497. Under the new situation, the transnational operation of enterprises has become an important trend of China's economic development. It can use global resources to optimize the allocation, rely on international capital to open up a stronger market, and improve the competitiveness of Chinese enterprises in the world. By the end of 2011, China had actually made use of US $1160.11 in foreign direct investment, and China's fast-growing economy, huge market potential and cheap labor resources had become Favorable conditions for attracting foreign investment. However, the management of multinational corporations is extremely complex and difficult, facing many differences in economic environment, cultural environment, political environment and so on. Cultural environment is very important to the operation of enterprises, corporate culture is the core driving force to promote the development of enterprises, is the adhesive of enterprises, can tightly bond employees together. The potential problems caused by cultural differences will directly affect the success or failure of multinational enterprises. Enterprises need to know more about different regions and cultures to solve conflicts and contradictions in cross-cultural management.

1.2 Status of research on intercultural management

In the early theories of cross-cultural research, foreign scholars mostly focused on the study of cultural dimensions, such as the five dimensional model of culture (Geer.Hofstede), seven basic cultural scales (Fons Trompenaars、Charles Hampdan-Turner) and so on, which provided important theoretical support for the study of cross-cultural management. Under the influence of global integration, scholars' literature on cross-cultural management is gradually increasing. This paper takes the Google Schoar database as the standard and "Cross cultural" as the basis management" as keyword search, from 1990 to 2019,1151 articles can be searched, among which 6 years as a period of time to divide, you can get the following trend chart(Figure1):

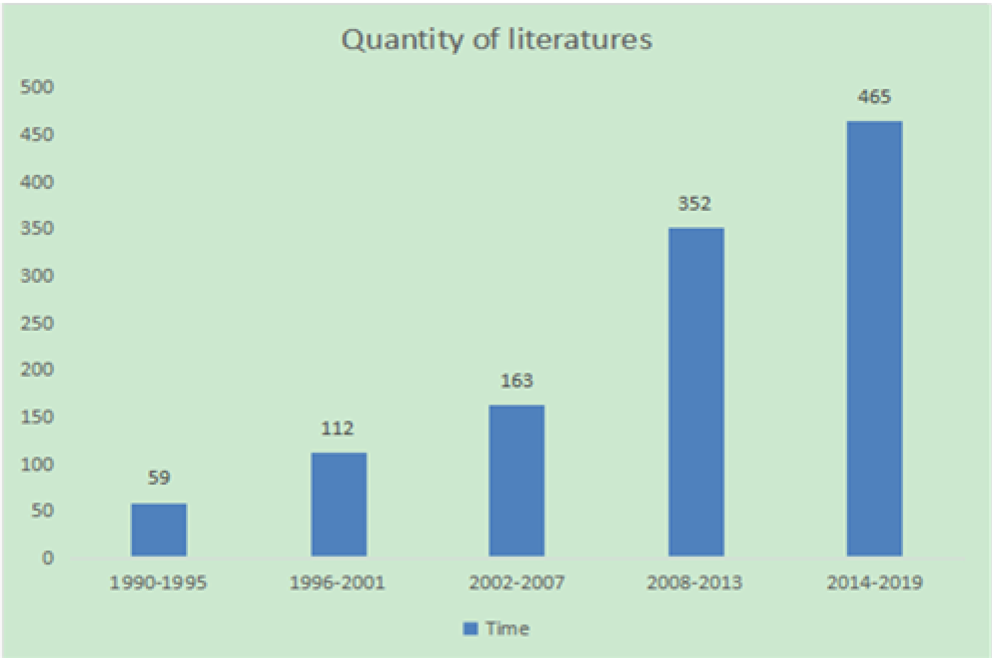

Figure 1: Figure description

The research on cross-cultural management in China began from the 1990s. In the mid-1990s, cross-cultural management theory was introduced into China and gradually paid attention to by academic circles. Chinese enterprises are becoming more and more important in the development of global economy, which also leads Chinese enterprises to think about how to manage effectively in cross-cultural management, and how to break through the bottleneck of cultural differences in the operation of multinational enterprises. In the light of China's national conditions, Chinese scholars have carried out extensive research on the current cross-cultural management of Chinese enterprises based on the management culture and the theoretical achievements and frameworks of foreign research on cross-cultural management, but because of the time China is still in a weak position compared with other countries' multinational enterprises because of its short-term experience and political, economic and sociocultural differences.

LITERATURE REVIEW

2.1 Cross cultural management

Cross cultural management, also known as cross-cultural management, was gradually developed in the United States as a discipline in the 1970s. It studies how enterprises can overcome heterogeneous cultural conflicts, achieve harmonious coexistence of multiculturalism, transcend national cultural boundaries, find practical organization and management mechanism in different cultural environment, allocate enterprise resources reasonably to the maximum extent, and realize the maximum utilization of enterprise value.

2.2 Root causes of intercultural conflict

2.2.1 Different forms of information understanding and communication

Different languages and different cultural backgrounds will make differences in the translation and understanding of the same information, and even draw different conclusions, thus the difference of information understanding. Moreover, different cultures will have different ways of communication, and most of the communication between different cultures will have communication obstacles, which will lead to communication misunderstanding and even evolve into cultural conflicts.

2.2.2 Differences in thinking patterns

Culture will affect people's views and understanding of external food, different countries have different cultures, so there must be differences in the way of thinking, which is especially obvious in the eastern and western cultures, because of the influence of traditional culture. Oriental culture pays more attention to intuition, while western culture pays attention to logical analysis. The inherent mode of thinking often ignores the differences of things, has personal feelings, sometimes directly affects cross-cultural communication, resulting in communication errors, which is an important reason for cross-cultural conflict.

2.2.3 Differences in codes of conduct

One of the phenomena that people from different cultural backgrounds often appear in communication is to judge the rationality of each other's behavior by their own behavior norms, but because of the differences between the two sides' behavior norms, it often produces unhappiness or even conflict. Therefore, the correct use of cross-cultural communication is an important factor to ensure the smooth progress of cross-cultural communication.

2.3 Impact of cross-cultural business

The impact of cross-cultural conflict on TNCs is multifaceted and has the following effects:

2.3.1 Impact on market demand

Different cultures have a strong and extensive influence on people's consumption demand and consumption behavior, and there are cultural differences countries in the world, so consumers of different cultures have unique consumption needs. We should respect the consumption behavior of consumers of different cultures.

2.3.2 Impact on experienced management

Staff from different cultural backgrounds have different needs, managers are difficult to reach a unified opinion, and different understanding or implementation of decision-making programs and management systems.

2.3.3 Impact on the external environment of the enterprise

The political, economic system, law, social culture and natural environment of different countries are also different, and the difference of external environment will limit the long-term development of enterprises.

3. The Current Situation of the Cross-cultural Management Model of Chinese Enterprises

3.1 Success stories – KFC (China) Company

KFC (China) company, while maintaining its parent company's original product characteristics, is also vigorously innovating new products with Chinese flavor of "Beijing, Sichuan and Guangdong ". In the Chinese market, the company continues to cater to the eating habits of Chinese consumers and launch local products suitable for Chinese consumers, such as selling porridge, egg cake and other products according to the Chinese breakfast porridge habit. And KFC (China) company has adopted a talent localization strategy, and most of the raw materials come from domestic suppliers in China, raising the profile of Chinese consumers and achieving a win-win situation The effect of.

Case study: the localization of KFC products is more in line with the eating habits of Chinese consumers, and focuses on cultivating and developing Chinese employees, making full use of the advantages that Chinese employees are familiar with their own economic policies, competitive environment and market characteristics.

3.2 Cases of failure - Lenovo M & A IBM-PC Division

After Lenovo acquired the IBM-PC department, employees in the two countries had communication barriers because of the great differences in language. Although Lenovo hired a lot of good English employees, there was still a certain gap with native English American employees. The difficulty of American and Chinese employees' recognition of corporate culture and management makes it difficult for enterprises to integrate.

Case study: Lenovo did not pay attention to the influence of dual cultural differences after purchasing the IBM-PC department. It should find a balance point in the corporate culture of China and the United States and explain the connotation of corporate culture to the employees of China and the United States. The management should give priority to the managers who are familiar with the cultural background of the two countries, establish a new incentive mechanism, give more emotional rewards to Chinese employees, and give more humanistic incentive mechanism to American employees.

3.3 Analysis of the Cross-cultural Management Model of Chinese Enterprises

As a developing country, China has a late understanding of the concept of cross-cultural management for historical reasons, and transnational business activities began in the late 1970s. But overall there are achievements and problems. The cross-cultural management ability of Chinese enterprises is also developing, and gradually realizing the importance of culture in management and the difference of culture in market management in different regions, integrating Chinese traditional culture and western culture, gradually forming the methods and ideas of cross-cultural communication, cross-cultural motivation, cross-cultural leadership, cross-cultural training and cross-cultural human resources management, and speeding up Chinese enterprises The maturity of cross-cultural management mechanism strengthens the competitive advantage of Chinese enterprises in the global market economy and expands the broader market.

3.4 Problems and Countermeasures in Cross-cultural Management of Chinese Enterprises

Some 30% to 40% of multinational enterprises are not successful, and it is understood that the success rate of Chinese and foreign multinational enterprises management is only about 45%. It shows that there are still many problems in cross-cultural management in China. The main problems can be classified as: lack of understanding of cultural differences, Chinese enterprises often superficial cultural differences, ignoring the role of cultural factors in management. The ability of cultural integration is weak, and the corporate culture of subsidiary company and parent company is different, which leads to the repulsion of culture between enterprises. If it can not be effectively integrated, it will make employees lose their corporate culture A sense of certainty. Lack of high-quality senior managers, international management is closely related to high-quality management personnel, Chinese multinational enterprises started late, so lack of familiar with overseas capital operation, international finance and other understanding of national conditions, culture and tradition of senior management personnel.

Countermeasures of cross-cultural management of Chinese enterprises: understanding cultural differences and identifying with different cultures. Cross-cultural training includes language training, national cultural knowledge training, cultural sensitivity and adaptability training

CONCLUSION

For the management of enterprises and organizations with different cultural backgrounds, in addition to analyzing from the perspective of organizational managers, we should also pay attention to the cross-cultural ability of managers themselves. Many companies in China tend to train their employees technically and ignore the influence of culture. Chinese enterprises should learn more successful experiences from multinational companies and choose suitable personnel carefully; perfect the training system; provide specialized personnel to cooperate with employees with cultural differences, and often care about the problems encountered in their work and life, and have a set of transitional training plans. If all of these things are done, the company is likely to be in the global business expansion Get more wealth.

Enterprise internationalization is a process from shallow to deep. There is still a big gap between Chinese multinational enterprises and multinational enterprises in developed countries. Cross-cultural management has played an important role in the process of internationalization of Chinese enterprises. Cross-cultural management will certainly attract the attention of enterprises, cross-cultural management research will also rise to a new height.

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THE CHANGE OF COLOUR SCHEME IN FLORAL DESIGN

YAN Qi LIU

INTRODUCTION

Background and importance of the problem

With the development of social economy and the improvement of global economic integration, people gradually improve their pursuit of the environment and the quality of life. People more and more pursue the enjoyment of spiritual and material life, and begin to pursue new and beautiful things. In this way, people are bound to choose the freshness and beauty of the environment and objects around them, so floral art has become the choice of many people, and the floral industry continues to develop under such a premise. More colors are produced through science and technology, so that florists can have more color choices in the design, but also create more color matching schemes. This makes people feel different color vision. The earliest floral design came from China and ancient Egypt. Among the floriculture schools in the world, Japanese flower way, Dutch flower art, western modern flower art, Chinese flower arrangement and western flower art design have remarkable characteristics and influence. Flower art is a medium for people to express the life of nature, to show the charm of nature and to understand nature, life, art and social life in the inner world. It is a way for people to cultivate their character, cultivate their sentiment and beautify their life with the help of flowers and plants in nature.

Research objectives：

As a kind of decorative fashion, flowers are integrated into painting and all kinds of design creation with their original shape, which not only beautifies the space environment, but also makes people enjoy the beauty from nature. Floral design is a visual display art, in its works, the first thing that catches the eye is the color of the flowers, and then the shape of floral design and the creation modeling. Therefore, in the process of creation, the color matching design of flowers is very exquisite, which is not only the first step to measure the success of floral design works, but also the embodiment of florists' cognition of color matching. The essence of color matching and design of floriculture is to harmonize the colors of different flowers and materials, and to contrast and reconcile the relationship between them. Therefore, in the design, we must have in-depth study of color and the study of new colors.

Source: Basic Floral Design (bouquet techniques and basic modeling) written by Cao Xue.

Research hypotheses：

The emergence of color change and the psychological research of color by what way presented as research？

What is the way of color change and psychological research？

Scope of research：

The color matching of the earliest floral design

Color Analysis in Modern Flower Art Design

The implementation of color matching in today's floral design

The psychology of color matching in floral design

LITERATURE REVIEW

1. The color matching of the earliest floral design:

Early Chinese flower art originated from the six dynasties, rose in the Tang and Song dynasties, flourished in the Ming and Qing dynasties, and spread to modern works. At present, flower art focuses first on meaning and interest, followed by form, and then color between grass and leaves, seeking the mutual growth of yin and yang, the juxtaposition of rigidity and softness, and the echo of square and circle, and finally reach the most beautiful state, which is made by human beings but as if it were made in heaven.

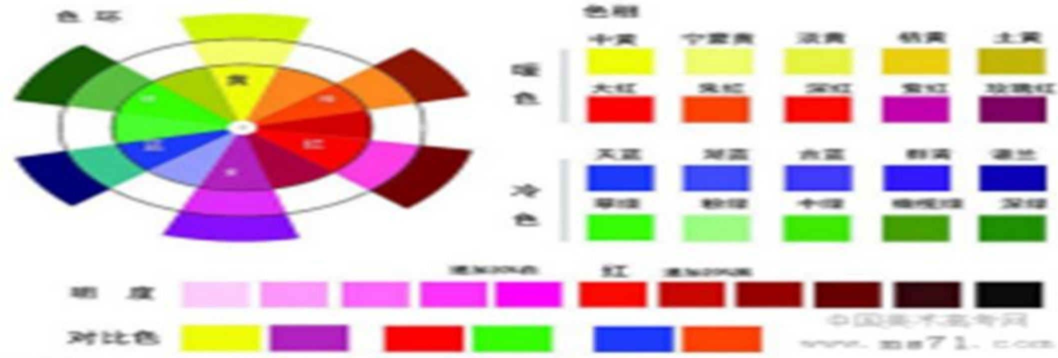
In the early Japanese flower path, flower art was applied to Buddhism. And in terms of color matching, it mainly uses white, green, and purple. In ancient times, the color of flowers was relatively simple, so the ancients paid attention to the light color in front and the heavy behind, while the young flowers are shallow and the adult flowers should be dark.

As there is: worn yellow ornament petals in the mirror in Mulan Poems in ancient China. The story is about the make-up match of young women using the colors of flowers.

2. Color Analysis in Modern Flower Art Design:

In modern color matching, first of all, florists need to have a understanding of color. Color is divided into two categories: colorless system and colored system. Colorless system refers to black, white, and gray. According to a certain law of change, colorlessness can be arranged into a series, from white to light gray, medium gray, dark gray to black, which is called black-and-white series in colorimetry. The change from white to black in the black-and-white series can be represented by a vertical axis, with white at one end and black at the other, with a variety of transitional gray in the middle. Pure white is an ideal fully reflective object, and pure black is an ideal fully absorbed object. However, in real life, there are no pure white and pure black objects, zinc white and lead white used in pigments can only be close to pure white, coal black is only close to pure black. In the colorless system, color has only one basic property——brightness. They do not have the properties of hue and purity, that is to say, their hue and purity are theoretically equal to zero. The brightness of color can be expressed by black and white, the closer to white, the higher the brightness; the closer to black, the lower the brightness. Black and white as pigments can adjust the reflectivity of the object color and improve the brightness of the object color.

Color refers to red, orange, yellow, green, cyan, blue, purple and other colors. Different shades of red, orange, yellow, green, cyan, blue and purple belong to the color system. Color is determined by the frequency and amplitude of light, the frequency determines the hue, and the amplitude determines the light intensity. One of the most important is to master the three-primary colours in the color system.



In floral design, modern florists need to learn the hue, pure color, brightness of colors. Hue refers to: hue is the most distinct feature of color, which can accurately represent the name of a certain color, such as rose red, orange, lemon yellow, cobalt blue, turquoise, emerald green. Optically speaking, various hues are determined by the spectral composition of the light that enters the human eye. For monochromatic light, the appearance of the hue depends entirely on the frequency of the light; for mixed color light, it depends on the relative amount of light at various frequencies. The color of an object is determined by the spectral composition of the light source and the reflection (or transmission) characteristics of the object surface. Pure color refers to: the purity of color refers to the degree of purity of color, indicating the proportion of colored components contained in the color. The greater the proportion of color components, the higher the purity of color is, and the smaller the proportion of colored components, the lower the purity of color is. The monochromatic light in the visible spectrum is the purest color and is the ultimate purity. When a color is mixed with black, white, or other colors, the purity changes. When the color involved reaches a large proportion, in the eyes, the original color will lose its original luster and become a mixed color. Of course, this does not mean that there is no original pigment in this mixed color, but due to a large number of other colors, the original pigment has been assimilated, and people's eyes can no longer feel it.

The purity of the color of a colored object is related to the surface structure of the object. If the surface of the object is rough, its diffuse reflection will reduce the purity of the color; if the surface of the object is smooth, then the total reflection will make the color brighter. Brightness refers to the brightness value of a color. Various colored objects produce the intensity of color due to the difference in the amount of light reflected by them. There are two cases of color brigtness: one is the same hue with different brightness, just as a color appears bright in strong light and blurred in weak light; the same color can also produce different levels of light and shade after adding black or white. The second is the different brightness of various colors. Each solid color has its corresponding lightness. White has the highest lightness, black has the lowest lightness, and red, gray, green and blue are the middle lightness. Color brightness changes often affect the purity, such as red after the addition of black, the brightness is reduced, while the purity is also reduced; if red plus white, the brightness is increased, but the purity is reduced.

The hue, purity and Brightness of color are inseparable, and these three factors must be taken into account in application. Therefore, in the modern color collocation of floral art, through the study of color, floral art is relatively better designed.

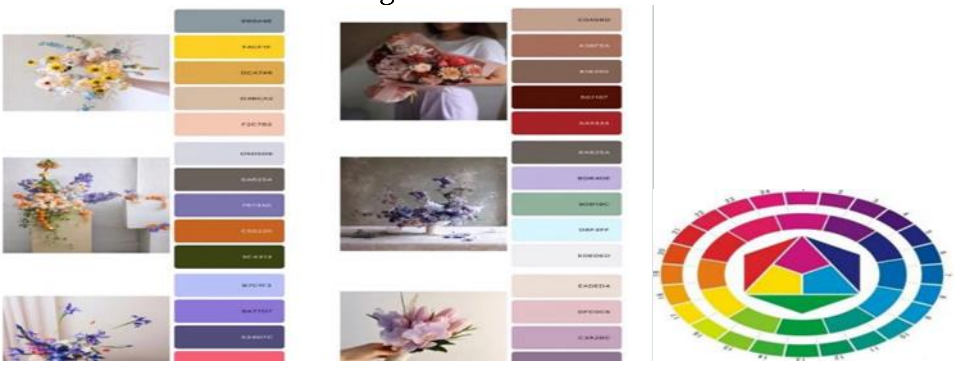
3. The implementation of color matching in today's floral design

In today's floral design, several color matching methods need to be mastered and used, the details are as follows:

Similar colors: Match different flowers according to the depth of the same color system. For example, the collocation of white, pink and red; the collocation of white, cream and orange; the collocation of white, light blue and purple forms a color level and gives people a soft impression.

Opposite colors: Opposing colors such as yellow and purple, red and green, orange and blue, yellowish green and reddish purple show a very bright and gorgeous impression. However, in the use of flowers, we should pay attention to one of the colors to be less, skillfully maintain the balance of two colors to achieve a three-dimensional sense.

Similar hue: All kinds of light-colored flowers are matched together to give people a graceful and elegant impression, such as the use of light pink, cream and orange-red flowers. However, in order to prevent color blurring and weaken the visual point, large flowers or green leaves are added to enhance the effect. In addition, it should be noted that the contrast between shapes and materials should not be strong.

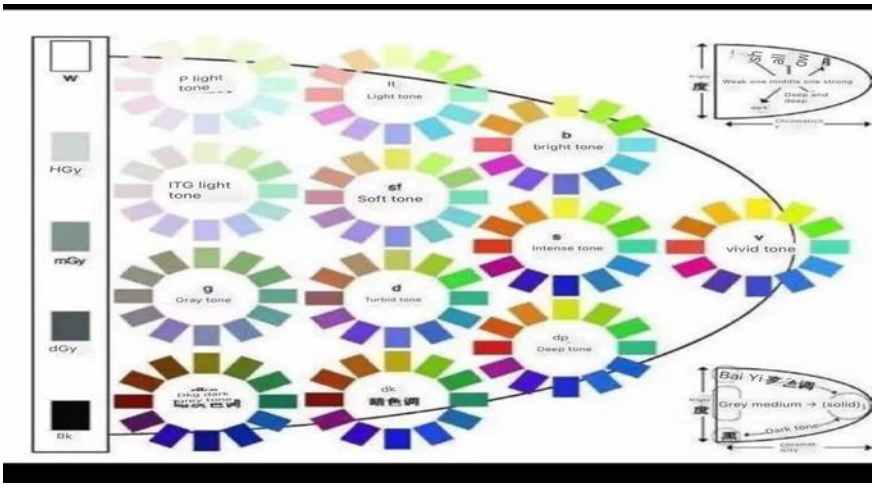


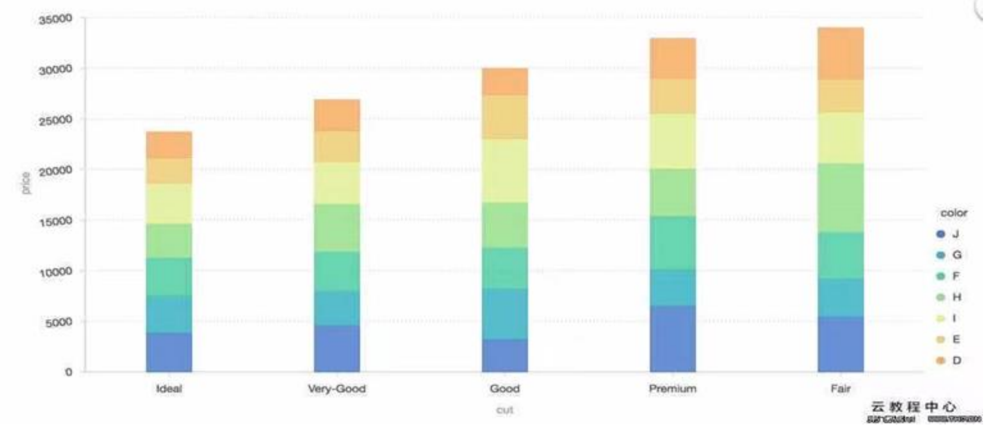
Approximate complementary colors: Yellow, orange, red and other similar colors are combined with the opposite blue; red, purple, blue and green are combined, so that many colors are full of personality and present a gorgeous and luxurious feeling at the same time. However, it must be noted that the number of flowers of the opposite color must be controlled.
Primary colors: The primary color is the combination of red, yellow and blue, and the color matching within 20 degrees of the color ring, creates a gorgeous and luxurious impression. All colors are very strong, so the brightest yellow should be controlled as much as possible. And in the flower design, it is necessary to understand and be familiar with the color ring, which is also internationally recognized. Let us more quickly carry out effective color matching and lay the foundation for future modeling design in floral design.

4. The psychology of color matching in floral design

In the color matching of floral design, color psychology is also a very important aspect. The person who sees red will get joy and warmth. When we see green, we feel fresh. At the same time, color also has a sense of progress and a sense of retrogression. Warm colors and bright colors give people a sense of progress, while cool and dark colors give people a sense of retreat. For example, red makes people feel excited, warm, passionate and festive; yellow makes people feel sunny, hopeful, joyful and cheerful; orange makes people feel happy, active, enthusiastic, spiritual and lively; blue makes people feel refreshed, rational, quiet, far-reaching, sad and silent. Color matching is the most direct way of visual communication, so that people can better understand and perceive color. It can be extended to the scientific level that people need to understand and study color, as well as the relationship between color and human action and psychology. Therefore, when carrying out floral design, florists need to determine the concept of color matching design according to customer needs and other factors, coordinate the overall relationship according to the psychological characteristics of color, and then choose the corresponding combination of color flowers and materials, finally create works that satisfy customers.

Research framework





RESEARCH METHODOLOGY

It is a method to collect materials about the reality or history of the research object in a purposeful, planned and systematic way. The survey method is a basic research method commonly used in scientific research. It comprehensively uses the methods of history, observation, conversation, questionnaire, case study, test and other scientific methods to have a planned, thorough and systematic understanding of the educational phenomenon, and analyzes, synthesizes, compares and summarizes a large number of data collected from the survey, so as to provide people with color regularity The knowledge of.

The method of literature research is based on a certain research purpose or topic, through the investigation of literature to obtain information, so as to comprehensively and correctly understand the color research problem. Literature research method is widely used in various disciplines. Its functions are as follows: 1) to understand the history and current situation of relevant issues and help determine research topics. ② It can form a general impression about the research object, which is helpful for observation and interview. ③ We can get the comparative data of real data. ④ It helps to understand the whole picture of things.

Empirical research method is a special form of scientific practice research. According to the existing scientific theory and practical needs, this paper puts forward the activity of determining the causal relationship between conditions and phenomena by purposeful and step-by-step manipulation under natural conditions and by observing, recording and measuring the changes of accompanying phenomena. The main purpose is to explain the relationship between various independent variables and a dependent variable. The purpose of obtaining color research

CONCLUSION

With regard to the changes of color matching in floral design, at the beginning, people only know a single color, and there is no in-depth study of other colors. In the later period of social development and economic growth, people have higher requirements for life, as well as science and technology have raised our expectations for colors. Floral design is a highly comprehensive subject, and it is also one of the indispensable projects for future family decoration and various activities. In the later development, we should have a better understanding of the application of colors in floral design, and be able to carry out more ideal floral design color collocation.

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THOUGHTS ON THE DEVELOPMENT OF MANAGEMENT ACCOUNTING IN SCIENTIFIC AND TECHNOLOGICAL INNOVATION ENTERPRISES

MENGJING HAO

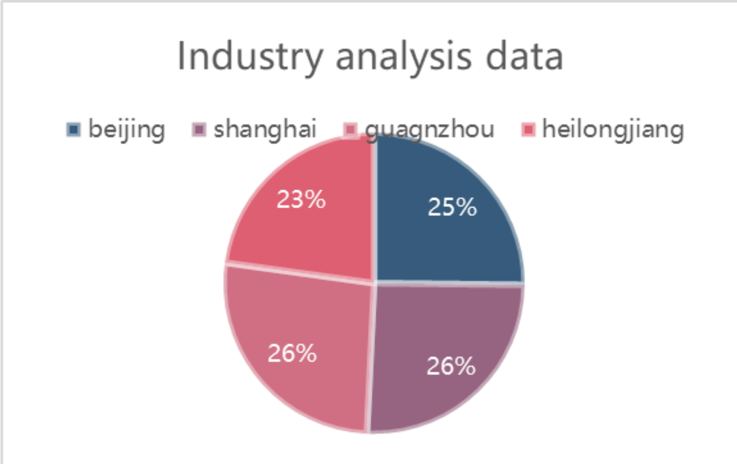
ABSTRACT

Management accounting is an effective measure and beneficial exploration for scientific and technological innovation enterprises to control business risks, accelerate management evolution and enhance innovation driving ability under the background of economic transformation. From the perspective of transformation, this paper explores the value and path of management accounting in the development of scientific and technological innovation enterprises. So as to enhance the risk prevention and control ability of scientific and technological innovation enterprises, improve the management decision-making level of scientific and technological innovation enterprises, improve the technological innovation momentum of technological innovation enterprises, which is the value of the development of management accounting of scientific and technological innovation enterprises Scientific and technological innovation enterprises should base on internal system design, Change the understanding of management accounting, strengthen human resource management, in order to better develop management accounting, to achieve the efficient function of enterprise management.

Keywords: economic transformation. scientific and technological innovation enterprises . management accounting cost reduction and efficiency. innovation driven

INTRODUCTION

For a long time, due to the demand of capital market to judge the operation status of enterprises and its own completed analysis framework, financial accounting has been developed rapidly and applied widely. The importance of management accounting has once again been appreciated by practical and theoretical circles. The core reason is that the analysis system and framework of management accounting extremely depends on technical means and analysis data. With the rapid evolution and wide popularization of digital technology and information technology, the importance of management accounting is once again valued by the practical and theoretical circles. Management accounting originates from the business management process in traditional industries, but its analytical framework of "analyzing the past, controlling the present, and planning for the future", which is highly in line with the business management demands of technological innovation enterprises. Because there is a high level of income in scientific and technological innovation enterprises, especially in the process of economic transformation, the uncertainty of macro and micro economic changes will further enlarge the business risk of scientific and technological innovation enterprises. Therefore, this paper attempts to discuss the value of management accounting in scientific and technological innovation enterprises to adapt to the environment of economic transformation, and explore ways to promote the development of scientific and technological innovation enterprises. It is expected to be beneficial to the academic research and the decision-making application in the field of theory and practice.



Industry analysis data

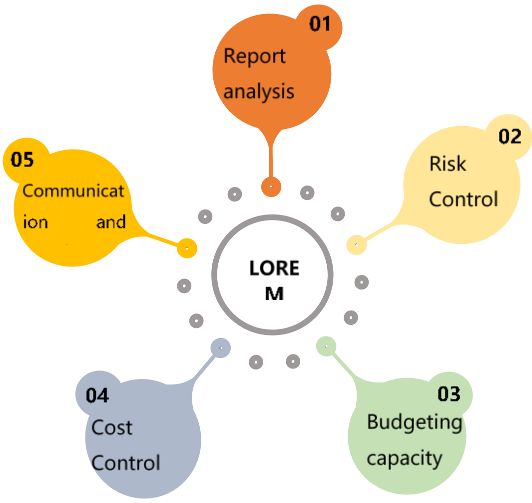
Source: "Research on Related Issues of Enterprise Innovation and Management Accounting Innovation" Author: Fu Yuanlue Publishing House: China Financial and Economic Publishing House Publication time: 2007-10 I S B N : 9787509501542.

"*Field Research on Management Accounting Reform and Innovation"Author: Zhou Lin. Publishing House: Shanghai Jiaotong University .Press Publication time: 2012-11 I S B N : 9787313091239.*

Value of development management accounting of scientific and technological innovation enterprises from the perspective of economic transformation

During the period of economic transformation, the value of management accounting to the scientific and technological innovation enterprises becomes more prominent. This paper analyzes the value of management accounting for scientific and technological innovation enterprises from three aspects of management elements optimization, integration of management information, and dynamic grasp of scientific and technological, which is in order to provide theoretical support for scientific and technological innovation enterprises on how to better develop management accounting and enable enterprise development.

First, it is the basic value of management accounting for the development of scientific and technological innovation enterprises. In the view of economic transformation to optimize the elements of management, improving the ability of risk prevention and control of scientific and technological innovation enterprises, the risk prevention, control ability of scientific and technological innovation enterprises, are the basic values of the development management accounting of scientific and technological innovation enterprises. From the perspective of economic transformation, as mentioned above, the operation of scientific and technological innovation enterprises is mainly based on the innovation of technology and the gathering of high-end talents, which restricts and empowers each other. This also makes the uncertainty of the operation and management of scientific and technological innovation enterprises extremely high. Changes in market demand, iterations of industry technology, the loss of core talents, and the low level of product yield are the main reasons. And the uncontrollable costs and other factors will form a huge operating pressure on the development of scientific and technological innovation enterprises, and then affect the business performance, growth attributes. This in turn affects the operating efficiency of scientific and technological innovation enterprises, their growth characteristics, business models and profit margins, which also affects their operating efficiency, evaluation, and funding. Through the development of management accounting, scientific and technological innovation enterprises can integrate their own core management elements, such as core technology, key technology line talents, which to enhance their management level. For example, for the technology evolution path, some businesses are supported by management accounting, putting forward the idea of research generation, research and development generation, production generation reserve generation, which are to effectively avoid risk elements.



Atlas of Management Accounting Capabilities

Second, it is the core value of management accounting for the development of scientific and technological innovation enterprises from the perspective of economic transformation to integrate management information and improve the management decision-making level of scientific and technological innovation enterprises. In traditional enterprises, the quantity and quality of information have an important impact on enterprise management decision-making, because information includes internal operation business situation also includes external demand. Only by integrating all internal and external business management information can make the best decision of business management. The importance of information in business management decision is infinitely enlarged in scientific and technological innovation enterprises. The key of this situation is that scientific and technological innovation enterprises have high growth and high uncertainty, so minimal information deviation will cause major mistakes in operation and management, then, the development status of the whole enterprise also will be affected, even affecting the life and death of the enterprise if it is serious. For example, different new energy battery technology solutions will play a very key role in the development of enterprises. Scientific and technological innovation enterprises must comprehensively and accurately grasp these information in order to realize scientific decision-making,It will truly promote the efficient, healthy and sustainable development of scientific and technological innovation enterprises.

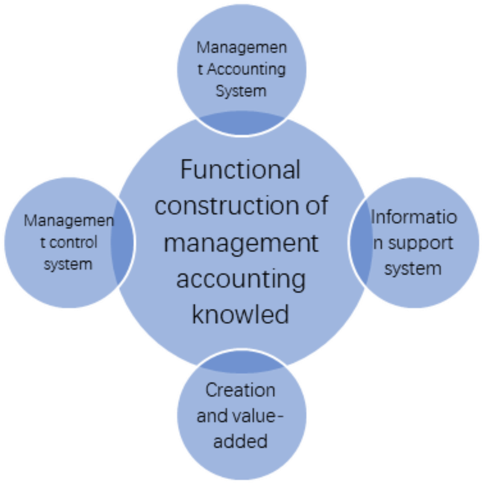
Third, grasping the dynamic state of scientific and technological innovation, boosting the dynamic energy of scientific and technological innovation enterprises, and grasping the dynamic of scientific and technological innovation. Improving the kinetic energy of scientific and technological innovation enterprises is the innovation value of the development of scientific and technological innovation enterprises from the perspective of economic transformation. Compared to the rigour of financial accounting, management accounting has the advantage of openness and integration. Management accounting emphasizes the comprehensive analysis and interpretation of non accounting information elements and accounting information elements, and with the help of digital analysis tools to further analyze, judge and predict the data, which is magnified in a technological innovation enterprise.

Technological innovation is the foundation of their foothold. How to better understand the dynamic of scientific and technological innovation, which is a good question we need to think about. Based on this grasp of the direction of technological development, to reconstruct the allocation of all kinds of resources within the enterprise,which is to make the existing internal management mode that meeting the needs of the future development of scientific and technological innovation, and then effectively promoting the optimal allocation of various elements of the enterprise, ultimately, boosting the technological innovation momentum of technological innovation enterprises and enhancing their core competitiveness.

Development path of management accounting in scientific and technological innovation enterprises from the perspective of economic transformation

According to the discussion on the importance of the value of management accounting for the development of scientific and technological innovation enterprises in economic transformation , from the perspective of economic transformation, combined with the characteristics of management accounting and the development of scientific and technological innovation enterprises, this paper holds that the development of management accounting for scientific and technological innovation enterprises from the perspective of economic transformation must be based on the optimization of system design. Based on the transformation of management accounting cognition and the strengthening of human resource management, this paper provides a good environment and conditions for the development of management accounting in scientific and technological innovation enterprises.

Firstly, the internal system design, which constructs the management accounting and the financial accounting organic fusion meeting application pattern. As the internal system design is the primary measure for the scientific and technological innovation enterprises, for developing management accounting from the perspective of economic transformation. Its main purpose is to establish the application of an accounting system, the organic combination of management accounting and financial accounting. In order to maintain good management accounting, scientific and technological innovation enterprises must attach great importance to the integration of financial accounting and management accounting. In terms of financial data and analysis, financial accounting has a unique advantage, the powerful analytical horizon and framework of management accounting can only be realized on the basis of financial accounting. Therefore, the organic integration of the two should be promoted through the design of internal system. First, the professional post of management accounting should be established, its responsibility scope and work function should be clarified, and the incentive and restraint mechanism with unified rights, responsibilities and interests should be given to ensure the solid implementation of the work content of management accounting; then, we should establish a cooperation mechanism between financial accounting and management accounting, and speed up information sharing, exchanging, and flowing within scientific and technological innovation enterprises, and improve the scientificity and comprehensiveness of data analysis in an all-round way; finally, to improve the decision-making position of management accounting in the management of scientific and technological innovation enterprises, and truly enhance the decision-making voice of management accounting based on the system, it really promotes the scientific decision-making of enterprises.



Functional Structure of Management Accounting Knowledge

Second, to change the cognition of management accounting and form a management accounting system with scientific and technological innovation, and people-oriented is the core content of the development of management accounting in scientific and technological innovation enterprises from the perspective of economic transformation. Its management logic is that in order to promote the management accounting of scientific and technological innovation enterprises through management accounting, the main way is to improve the competitiveness of new enterprises, and to focus on scientific and technological innovation, the accumulation of scientific and technological talents, and to improve the competitiveness of enterprises. To develop scientific and technological talents, in essence, in the management of scientific and technological innovation enterprises, the thinking mode and focus of management accounting are completely different from the financial accounting of traditional enterprises. Among the four dimensions of the scorecard (finance, customer, internal operation and learning growth), technological innovation companies pay more attention to the elements of technological innovation, including technological breakthroughs in research and development, the number of invention patents, industrialization of scientific and technological achievements, investment in innovative research and development resources of scientific and technological innovation enterprises, the core point of accounting department is not only the maximization of enterprise profit and shareholder value, but also the maximization of enterprise core technical talents, R & D talents, and the interests of the public. Therefore, we must reconsider the application and development of management accounting in scientific and technological innovation enterprises, as its points are quite different from that of management accounting in traditional industries, it should pay attention to scientific and technological innovation, face the people, respect knowledge, respect innovation and respect talents. Only in this way, it can achieve that technological innovation enterprises will have a sustainable development.

Third, Strengthening human resource management also is an important supplementary measure for the development of management accounting of scientific and technological innovation enterprises from the perspective of economic transformation. Its specific content is to practice the talent reserve idea of comprehensive cultivation of financial talents, scientific and technological talents. On the one hand, in order to better develop management accounting, scientific and technological talents should be cultivated, innovative enterprises should tap compound talents with financial accounting, management accounting and certain knowledge accumulation with their own technical fields to provide efficient intellectual support for the development of management accounting. The specific strategies include cultivating internal financial accounting talents and guiding their transformation; it also includes the introduction of high-quality talents from the outside. On the other hand, it is necessary to gather the reserve and excavation of core technical talents, which is the most important role of management accounting in human resource management, because in technological innovation scientific and technological innovation enterprises, human resources no longer belong to the category of human resource management, but belong to the core elements of enterprise development. Therefore, its classifies must be included in the category as of management accounting .

CONCLUSION

In conclusion, at a time of period of economic transformation, the advantages of technological innovation lies in enterprises lie in technological innovation, while the disadvantages lie in the difficulty of grasping market elements and the lack of risk resistance. Therefore, technological innovation should pay special attention on attaching great importance to the application of management accounting. Based on the past analytical functions of management accounting, straighten out their own business model and objectives, and avoid detours in business operation. With the help of the current characteristics of management accounting, we can comprehensively evaluate our own development stage and core competitiveness, so as to formulate the enterprise development plan and technology strategy realistically, and truly provide a scientific, comprehensive and efficient basis for the enterprise development decision-making. In order to improve the development environment of scientific and technological innovation enterprises, and realize the sound and rapid development of scientific and technological innovation enterprises, we should reserve the capital, technology and talent elements needed by scientific and technological innovation enterprises comprehensively and integrate them efficiently.

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THE USE OF SOCIAL MEDIA IN TOURISM INNOVATION

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ABSTRACT

In recent years, the use of social media for marketing has become a trend. As a world-famous tourist destination, Thailand attracts thousands of tourists from all over the world every year, most of which come from mainland China. In the current economic situation, in the face of competition from other Southeast Asian countries, how to better show Chinese tourists has become a top priority for Thailand. This article proves the feasibility of using social media to promote Chinese tourists through online questionnaires and selects appropriate social media for marketing. According to Thailand's overall environment, as well as the opportunities and challenges Chinese tourists bring to the Thai tourism industry, combined with the habits and characteristics of Chinese tourists using social media, the Thai government and tourism departments can put targeted advertisements and videos on social media, Actively participate in interaction and other methods to attract more Chinese tourists to Thailand.

Keywords: Social Media, Tourism Innovation,Chinese tourist， Thailand

INTRODUCTION

1.1 Background of the study

Innovation is the generation, acceptance and implementation of a new idea, process, product or service, as well as the ability to change and adapt. It is an important source of competitive advantage and therefore a key topic of research. (Lopes et al., 2014) Throughout history, tourism has been a phenomenally innovative phenomenon. Over the past two decades, there has been a growing focus on innovative themes in tourism. There was still only limited systematic and comparable empirical evidence on the level and impact of innovative activities and on their broader impact on destinations and national economies. (Hjalager, 2010) More and more attention has been paid to the innovation of tourism. Some innovations have improved the performance of travel companies, while others have contributed to the emergence of new tourist experiences, improved mobility and accessibility, and reduced perceived travel consumption risks. (Lopes et al., 2014) A diverse environment is a time when organizations face multiple areas of innovation. In the context of diversity, the tension between benefits and values may often lead to trade-offs between value or decoupling rather than collaboration and co-creation. (Fuglsang et al., 2016) Bridges between needs and information to be met should be built to describe the changing environment in travel and tourism. What is unique about tourism is that it is a place where experiences are simultaneously produced and consumed. This makes it possible to organize new paradigms in which both external and internal tourism offer innovative ideas through crowdsourcing mechanisms. (BOBUR et al., 2015) The adoption of information and communication technologies (ICT) is an important driving force for tourism innovation. Today, many organizations use ICT to interact directly and dynamically with customers, challenging the role of intermediaries and shortening the value chain. Many companies are using social networks to inform travelers and enrich their experiences and social media plays an important role in the information search and decision-making process. (Lopes et al., 2014)

The development of the Internet and the spread of new technologies, such as social media tools, big data and related tools, have changed the travel industry in unprecedented ways. The rapid development of ICT technology and its growing impact on tourism has led to an exponential growth in online communication opportunities. (BOBUR et al., 2015) The revolutionary meaning of information and communication technology and Internet technology refers to the mobile communication that enables individuals to move and generate, transmit and receive all kinds of information. With information and communication technologies in the global environment, individuals can interact, travel through time and space, and their essential information will accompany them to help them find the ideal product or service (Živković et al., 2014) Various studies have explored how consumers adopt technology. The studies fall into four categories according to their general view. The first type of research involves consumers at all stages of a new technology from its awareness to its adoption. The second type of research involves exploring the amount of time that elapsed between initiation and adoption of a new technology. The third category includes theories that focus on the impact of consumer characteristics and life cycle stages when technology is adopted. Finally, there are theories that address the nature of the technology used. All of these theories emphasize the consumer behaviors that lead to the adoption of new technologies. Social media as a distribution channel for the travel industry is considered a new technology for consumers. (Chatzigeorgiou, Chryssoula; Christou, 2019) In the travel industry, websites and social media provide a wealth of information about destinations, properties, facilities and restaurant experiences and reviews. Social media has added new channels of communication for tourists. Most tourists always use the Internet to get destination information to make decisions. Social media marketing generates more business opportunities, increased traffic and improved search, generates potential customers at lower costs and boosts sales. (Nadda et al., 2015)

Given the emergence and popularity of social media among customers, it is no longer enough for the travel industry to rely solely on traditional media for marketing. (Bank, 2015) Tourism systems rely on information and communication technologies for promotional activities, sales and customer management relationships. When travelers make a final decision about their choice of destination, the most important information comes from the impact of online relationships - online word of mouth (EWOM). The number of visitors using modern digital media is growing. (Živković et al., 2014) Social media is changing the way travelers search, find, evaluate, trust, and collaborate to generate information about travel providers and other members of the value chain. Tourists have become consumers, who participate not only in the production of tourism products but also in the marketing. With social media, travelers can become co-producers, co-marketers, co-consumers by creating user-generated content (UGC) and social intelligence. (Nadda et al., 2015) User-integrated content provides more reliable, up-to-date and useful travel information through social media and population-based platforms. Social media platforms generate consumer-generated content (CGC) through sites such as YouTube, Tumblr, TripAdvisor, Flickr, Pinterest, and others, which are hugely popular with online travelers. (BOBUR et al., 2015) The lives of social media have changed the lives of individuals in the time they have been presented. It has been taught continuously as the daily standard, as the source of data identified by every continuous movement. In the social media phase, marketing has reached new heights. Advances in communications innovation have improved social media marketing. (Siregar et al., 2020) Similarly, social media has been configured as a defining factor for innovation in the travel industry. Social media is a factor in improving competitiveness and innovation, and the travel industry needs to focus on the visitor experience. (Hays et al., 2013) The strategic importance of social media to the competitiveness of the tourism industry is high. But the industry has been slow to respond to the business opportunities of social media. The online world is evolving rapidly, and some companies may embrace new technologies due to digital pressures without considering what the virtual environment means to the business. In theory, the importance and attention of social media in the travel industry has increased in recent years due to the increasing number of articles published in recent years. (Bank, 2015)

In Thailand, the use of social media has seen a sharp increase in the number of users, with 57 million Internet users, of whom 51 million (74%) are SNS users. Surprisingly, Thais spend 9.38 hours a day on mobile Internet, the highest in the world, with an average of 3.10 hours a day on SNS and 4.3 hours a day on radio, streaming media and video-on-demand. The advantages of using social media to support the travel business include information search and decision-making behavior, travel promotion, and a focus on interacting with tourists through social media.Thailand is a world-class destination, ranked ninth in the world by the United Nations World Tourism Organization (UNWTO) - the UN World Tourism Organization. In 2017, the number of international tourists reached 32.6 million, with income of 1.65 trillion baht, ranking third in the world. The use of social media to support tourism in Thailand is growing and is becoming increasingly important for companies to gain an edge and compete. But an important issue with the study is that Thailand, a world-class destination, has been using social media to support tourism. It is important to study the factors that use social media to increase profits and competitiveness of travel companies. (Suanpang, 2020)

1.2 Problem Statement

Traditionally, tourism, as a service industry, has been regarded as an area where innovation is rarely carried out and the innovations generated by manufacturing are applied. However, in recent years, more and more evidence show that the service industry plays an important role in the use and generation of innovation (Fernández-Villarán et al., 2012). Recent research has now reached a level comparable to that of other economic sectors. A growing number of tourism researchers are addressing the various issues covered in the innovation title and expanding the scope of their methodology (Hjalager, 2010). Digital technology has revolutionized the travel industry, revolutionizing travel companies, products and experiences, business ecosystems and destinations. Digitization has also changed the traditional roles of tourism producers and consumers, and new roles, relationships, business models and capabilities have emerged. The rise of digital platforms has increased the variety and number of travel products, services and experiences, and on-demand functionality has accelerated the speed of economic transactions, market awareness and feedback. These changes have created new opportunities and challenges for smes in the tourism industry as they strive to meet consumer demand and expand into new markets.While much attention has been paid to digitisation in manufacturing and industry, little attention has been paid to understanding the challenges and barriers in tourism, and what types of policy responses and interventions in different parts of the tourism sector might be appropriate to assist digitisation and different stakeholder groups.(Dredge et al., 2018) Social media is very important for open innovation,. So far, there has been little research on innovation in tourism. Previous research has focused on innovation in the accommodation industry, destination marketing organizations and conceptual work on innovation in the tourism industry. Radical innovation is rarely discussed in the travel literature and research tends to address subtle variations in the existing structure. Innovation in the travel industry often stems from individual players in this networked services economy. There are five different types of innovation: products, production methods, supply methods, markets and new business models. The innovation of tourism industry mainly lies in product level (70.7%), process level (19.2%) and marketing level (9.2%). Product or service innovation, process innovation and marketing innovation are identified as three types of innovation related to experience network. (Dickinger & Lalicic, 2017) Most of the research on open innovation focuses on the industrial sector. Social media is important to this approach as a technological tool that can create co-creative Spaces with consumers (Iglesias-Sánchez et al., 2020). There has been a lot of research on social media in the industry, but very little research on the potential of social media to serve innovation (Iglesias-Sánchez et al., 2017). There are many factors in the travel industry that can encourage innovation. Social media is about engaging customers through the interaction between companies and customers, so that better results can be achieved at different stages of the new service development process. Finally, the travel industry can take advantage of co-created advantages through social media (Iglesias-Sanchez et al. 2020). Innovations applied to the travel industry involve a mixture of product, distribution, marketing, and even organizational or destination change. In recent years, many tools (such as blogs, YouTube, or other social networks) have a common feature: users' social and active participation. (Fernández-Villarán et al., 2012) In environments such as tourism, the concept of co-creation has been used to effectively manage the physical aspects and to better understand how consumers interact with the destination.User-driven innovation can be described as a way for consumers to modify, adapt, and create products and/or services to meet their own needs. Obviously, in the travel industry, this trend is more and more evident.Social media provides travel organizations with untapped opportunities for innovative clients and helps them understand the process of innovation transmission among travelers. Social media reveals user-driven innovation and becomes an integral part of the travel experience network. (Dickinger & Lalicic, 2017) There is no doubt that social media has been a great success for companies and customers in the travel industry, but the potential of social media is still underutilized. (Iglesias-Sanchez et al., 2017).

The creation and accessibility of the Internet has fundamentally changed the way travelers access information, the way they plan and book trips, and the way they share travel experiences. Consumer-generated contents and review sites are so common that they can undermine the authority of traditional destination marketing organizations (DMOs) or regular advertising. (Hays et al., 2013) Social media offers modern customers and businesses an unprecedented way to communicate and interact. Travel organizations can benefit from the unlimited opportunities offered by social media and, ideally, can develop their relationships with their customers into a networked innovation process. Despite the increasing research on social media in the context of the travel industry, very little research has been done on the use of social media by travel industry providers. (Alizadeh & Isa, 2015) Very little research has been done to analyze events from the perspective of travel promotion or marketing, and many events are not advertised at all from the traveler's point of view, social media is a powerful tool for facilitating, commercializing, and shaping the event experience. In addition, social media can also help draw visitors to the event's destination through electronic word of mouth (EWOM). (Marine-Roig et al., 2017) It's not enough to just know how a destination is using social media for self-promotion. It is necessary to know how stakeholders can contribute to the development of the destination and brand image. (de las Heras-Pedrosa et al., 2020) The various participants at the destination depend on sharing resources and each other's activities. The conventions and innovative practices of different actors can interact, but they often interact in conflicting ways. This kind of conflict is most obvious in the horizontal network between competitors, but there may also be conflicting practices in the vertical network when there are differences in interests and values. (Fuglsang et al., 2016) In addition, travel experiences are closely related to tourist destinations. A destination is a combination of services and experiences. While tourism companies can compete for shared production-related resources, tourism services also rely on a broader pool of collective resources. However, some of these resources (for example, the natural and cultural resources of the building) may not only attract tourists and tour companies, but may also be contested by local residents of the destination and other business sectors.(Fuglsang et al., 2016)As the public sector cuts its funding and requires social media to seek greater value in the way marketing budgets are spent, social media is becoming increasingly important as part of the marketing strategy of destination marketing organizations (DMOs). Social media provides a tool for DMOs to reach a global audience with limited resources. (Hays et al., 2013) Given the constant demand for information in this field, the economic significance of tourism and the spread of globalization make it essential to promote the development of tourist destinations. However, the speed of access to information and rapid technological updates are increasingly changing user behavior and directly affecting the business model of travel destinations. Global tourist destinations are scrambling to attract tourists. The main aspects involved in attracting travelers and raising awareness of a city are having an online image and successfully managing social media. (de las Heras-Pedrosa et al., 2020) The Internet has revolutionized the business of travel destinations both as a source of information and as a sales channel. Social media plays an important role in both the demand and supply side of travel, enabling destinations to interact directly with tourists through a variety of Internet platforms, and to monitor and respond to their comments and service evaluations. In order to promote successfully in the target market, the destination must be distinguished from the competitors. Using social media to reach market destinations has proven to be an excellent strategy. (Kiráľová & Pavlíčeka, 2015) However, the study shows that destinations still face challenges in using social media management to demonstrate their potential and achieve greater success through their strategies. This analysis leads us to the conclusion that further analysis is required due to the exploratory focus of this study. (de las Heras-Pedrosa et al., 2020) The first challenge facing DMOs in the near future is to adapt to technological change. Many DMOs use social media as a relatively low-cost and global reach marketing tool.One of the major gaps in the existing literature is research on the use of social media by tourism DMOs. Very little research has been done to examine how travel entities evolve with the Internet and how they use social media to market destinations and interact with potential consumers. As a result, there is a lack of understanding of social media platforms and their travel-related uses. DMOs are in the early stages of understanding and experimenting with how to use social media to promote destinations. The use of social media in DMOs is still experimental. There were three main findings. First, when it comes to interacting with consumers and their ability to interact, most DMOs surveyed are currently underutilizing social media. Second, social media is still not widely recognized and/or viewed as an important tool in marketing strategy and is therefore often underfunded and/or ignored. Finally, DMOs can benefit from the innovation and creation of social media strategies that completely separate these efforts from traditional marketing methods. (Hays et al., 2013) Social media interaction can provide value creation and thus enhance the image of a destination in the mind of a visitor. However, DMOs should be consistent in their use of social media to create a positive image among all stakeholders. The development of tourist destination brand image is helpful to improve marketing efficiency and attract tourists. Social media has a positive impact on the relationship between users and brands, thus increasing credibility and loyalty. The image of a destination is a factor that positively influences the destination of tourists. Therefore, social media should be regarded as an active part of the development of destination image. Social media is considered a useful tool for the DMO, although its use is often limited or underutilized. It may take a bigger and better effort to get people into the brand community based on social media and retain them as loyal consumers. The communications sector has taken this concept into account. (de las Heras-Pedrosa et al., 2020)

Social media transforms tourists from mere observers and consumers of tourism services to active participants. More and more travelers and travel providers are turning to social media to enhance the travel experience. However, despite the growing role of the Internet and social media in changing the travel experience, the literature so far has been limited to provide a theoretical framework to explain how and why social media transform service experiences into experiences and valuable experiences. In order to better understand how technology can be used to change the travel experience, the focus should not be on the characteristics of technology and development itself, but on how technology affects the experience generation process. In the process of shaping, shaping and co-creating experiences through interaction and participation, it is necessary to understand how social media affects the way various travel participants interact and participate in travel. The research to investigate the impact of social media on tourism experience should study how social media affects the formation of tourism experience from the perspective of individual-centered customers and a broader service ecosystem, which recognizes the impact of dialectical processes occurring in various processes. Participants and experience formation at all levels (i.e., individual, network and market economy levels) (Sigala, 2016). The various methods consumers use to evaluate the results of their service delivery can significantly affect their satisfaction with specific service encounters and/or their overall perception of the company's service quality. Changes in a series of actions that reduce human contact will lead to changes in the way consumers evaluate the experience of services. Recent technological advances have led to significant changes in the way some service organizations provide services. (Chatzigeorgiou, Chryssoula; Christou, 2019) While we recognize the importance of social media in increasing customer engagement, our understanding of this phenomenon remains limited. Theorists are calling for new ways to explore the unique functions of social media. This need is especially evident in the travel environment, where social media has introduced new channels of interaction between providers and tourists (Cabiddu et al., 2014). The widespread use of social media sites has changed the way visitors use social media sites. Sharing their travel experiences with other friends on social networking sites can affect travel motivations (Suanpang, 2020). In the travel industry, customer engagement is found to enhance loyalty, trust, and brand recognition. Social media promotes customer interaction, but neither phenomenon has been thoroughly studied in the travel industry. Social media promotes customer engagement, but these phenomena are not well studied in the travel industry. Therefore, there is a need for practical social media advice for travel organizations. Social media is driving fundamental business change, enabling interactive, two-way communication between customers and organizations. (Harrigan et al., 2017) The complete visitor experience should include expectation, perception and memory. However, the research on tourist experience is still limited to the perceived experience of tourists, including various experiences of daily life during specific events or trips. The tourist experience is the result of the interaction between peak experience and daily experience. Appropriate environmental factors during travel, including intimate places or events that satisfy visitors' curiosity and trigger active participation, can lead to pleasurable experiences for visitors and may lead to expectations for future experiences.(Sheng & Chen, 2013)Recently, researchers and practitioners have noted that price and quality are no longer the only points of competition, and that focusing on the customer experience may be different, something that, while this is the most recent area of research in marketing, has not yet been explored in hospitality. From a marketing point of view, the travel experience is a consumption experience because it is based on tourist consumption. But it is important to stress that tourist consumption is not limited to material goods, and that when it comes to the emotional side, we can understand the consumer experience of the tourist throughout the journey. Then, even if the travel service has obvious functional value to the customer (e.g., hotel and transportation), focus on the emotional and cognitive aspects, as the experience will directly affect the service evaluation process, thus affecting the travel experience. Web 2.0 and social media have brought more interactivity to the Internet and constrained the relationship between customers and companies.(Veríssimo & Menezes, 2015)

Tourists have increasingly relied on online resources to plan and manage their trips. In Thailand, local tourism communities are using information technology and social media to interact with these changing behaviors in order to better connect with customers. Travel agencies use several online channels, such as websites, social media applications, and manage their own content (Khumwichai et al., 2019). According to Wikipedia, in recent years, the most tourists visiting Thailand has been from mainland China. Thailand relies heavily on Chinese tourists to achieve its tourism revenue goals, but competition from other Southeast Asian countries has become increasingly fierce. How to use social media for better marketing has become an urgent problem.

1.3 Research question

This research attempts to answer the following question：

Is it feasible to use social media to market tourism in China? How does the Thai tourism sector use social media to attract as many Chinese tourists as possible to promote the further development of the Thai tourism industry?

1.4 Research Objective

In order to attract more Chinese tourists to Thailand, according to the preferences and cultural traditions of Chinese tourists, this research aims to prove the feasibility of social media marketing in China and choose the appropriate social media for targeted marketing.

1.5 Significance of Research

As a world-famous tourist destination, Thailand attracts tens of thousands of tourists from all over the world every year, most of which come from mainland China. In the face of competition from other Southeast Asian countries, how to better demonstrate itself has become an urgent problem for Thailand. This research can provide targeted suggestions and references for the marketing promotion of the Tourism Authority of Thailand. It also plays a role in inducing further research in the future.

LITERATURE REVIEW

Online sociability is defined as social interaction within a digital network environment, including social media platforms. Online social events are understood as their relationship and interaction with social media, including online branding, UGC products and their impact, user engagement and loyalty, and relationships with online communities. (Marine-Roig et al., 2017) Various scholars have identified social media categories for blogs, content communities, content collectors, forums and social networks, as well as microblogging and photo sharing sites.These platforms can be clustered into different areas.(Ly & Ly, 2020)There are various social media tools. 1.Social networking.Social networking sites allow users to connect and share with people with similar interests and backgrounds. 2. Microblogging sites. Microblogging sites allow users to submit short written entries, including links to product and service sites and links to other social media sites. 3. The blog. Blogs are a powerful and inexpensive tool for communicating various types of activities, interests, and insights, such as political, business, public, and personal word of mouth. They are also known as distribution tools. 4. Multimedia or video sharing. It can share multimedia content. 5. Collaboration tools. They are social platformS based on Apps or software, in which users can work together (synchronously or asynchronously) to create, modify and manage content. 6. Rating/review websites. Some type of platform allows you to publish comments about people, businesses, products, or services. This is a social strategy tool that has been professionally designed and written to maximize converted sales. 7. Photo sharing sites. Users can upload, convert, edit, publish and share pictures and videos, etc. 8. Personal broadcast tools. They are platforms for participatory news and synonyms for personal publishing. 9. Platforms like Virtual Worlds. They are 3D computer-based online communities where users represent themselves or fictional characters on a screen and interact with other users in real time using text or 2D or 3D models. 10.Location-based services. They are apps on gadgets and mobile devices that use geolocation (GPS) and associate it with nearby information, entertainment or social media services. 11. Widgets. The Profile logo, "like" buttons, and so on are a set of useful small software programs or Apps that provide users with additional control when embedded directly into a web page. These can be used to add features such as weather, clocks, local news, Twitter widgets, mailing lists, gossip and jokes of the day. 12. Group buying websites. They are the latest trends in saving money, and they offer great discounts. 13. Social bookmarking and news aggregation. They allow users to save and organize links to any number of online resources and sites. Social bookmarking services search and recommend web pages to users, and can be shared by others to "like." This also recommends other related sites to users or sites that your network likes, or submits industry-related sites and blogs, or creates accidental channels. 14. Email marketing. Sending emails to departing or potential visitors is one of the most effective forms of Internet marketing. 15.Search engines. They are used by travelers to find information about companies or destinations, and search engine optimization allows specific sites to be at the top of the search. (Nadda et al., 2015)

The most common form of social media activity studied (and its combination) is (1) competition; (2) Interactive campaigns (involving celebrities and online influencers); (3) PC games; (4) Travel planners. The most commonly used social media is Facebook; Youtube; Google; Google Street View; Instagram; Twitter; Flickr; Tencent Weibo; Sina weibo;blogs; Foursquare; Yelp; Android apps; Smartphone apps. Participants are encouraged to use geolocation tools, create augmented reality, play online games, create quizzes, write guides, blogs, articles and stories, create postcards, photos, videos, travel and shopping plans. (Kiráľová & Pavlíčeka, 2015) Social media, as well as travel management and operations, are influential parts of visitors' decision-making. Online travel systems carry two distinct trends. First of all, social media sites are popular among travelers. In addition, the social networking site helps users integrate and share their experiences, comments and reviews, and uses them as a source of information for visitors around the world. Second, because of the huge amount of data available, search has gradually become a dominant way for travelers to use the Internet. With the development of ICT and the rise of the Internet, the emergence of social networking sites as new participants in the exchange of travel information has changed the form of tourism. (Ly & Ly, 2020) The rapid development of social media allows visitors to share other information by Posting comments, photos and videos. The application of social media in travel can be used in the following ways: 1. Tourist attractions 2. Customer love 3. Customer competition 4. Customer relationship 5. Video games and 6. Customer assistance. (Khumwichai et al., 2019) In tourism, online visual images have greater impact and appeal than individual texts, and their online sharing may enhance the "love mark" of a destination or brand and inspire higher loyalty, making these images a powerful tool for travel marketing. (Marine-Roig et al., 2017) A number of factors influence the adoption of digital technologies locally, nationally and globally. These factors include social and demographic characteristics; Political background; Legal framework; Geophysical environment; Availability, acquisition, and awareness of different technologies; Economic conditions that create confidence, investment, etc.; What's happening in a competitor's environment; And the impact on the market. These influences play a role in different countries, different destinations and different sub-industries of tourism, leading to the multi-speed process of digitization. (Dredge et al., 2018)

The proliferation of social media has changed the way experiences and value are created. Social media can provide a new type of travel experience, often referred to as immersive virtual, augmented reality or technology-mediated experiences.Travelers assign their smartphones three social roles: companion, personal assistant, and personal guide/mentor.Tourists see their mobile devices as "travel buddies," which means technology and social media can be seen as new roles that influence the travel experience. (Sigala, 2016). Social media content improves credibility and loyalty by ensuring customer interest and having a positive impact on the relationship between the user and the brand, but the DMO should be consistent in creating value in social media to create a positive image for all stakeholders(de las Heras-Pedrosa et al., 2020) Social media is used to promote travel products through online strategies to increase travel revenue for travel companies. The supplier's tourism enterprise includes five main business areas, including tourist attractions, services, promotion, transportation and information, which are used by tourism enterprises as "tools" to develop tourism business transactions. In addition, the use of social media in travel businesses can bring financial, social or political benefits to travel service providers. Use social media to support travel businesses, provide and share information, connect directly with customers, market, get customer feedback, build customer networks, build brand engagement, increase profits and build customer engagement capabilities. (Suanpang, 2020) Tourism also adds value to other kinds of businesses. Digitization and new technologies contribute to these larger processes. It is important to digitize from an ecosystem perspective and to recognize that digitization in other sectors may indirectly help the tourism industry and may have a significant impact on its impact. (Dredge et al., 2018)

RESEARCH METHODOLOGY

This research adopts the quantitative research method in the deductive research paradigm to achieve and realize the research objectives. The research is to describe or define specific phenomena. In this case, descriptive research would be the appropriate strategy. Researchers collect information to describe something. Market researchers rely on descriptive research to tell them what consumers think of their products. The survey is the cross-sectional time horizon as it is about Chinese preference for social media at the moment, and the data is collected at a certain point and represent a snapshot of one point in time. The tourists from China is the target group base on the research objective, which is to attract more Chinese to visit Thailand. The research uses a Non-Probability Sampling Technique, Convenient Sampling. So the respondents are the people we know in China. With the situation that the epidemic of covid-19 is still severe, data collection is via a self-administered questionnaire posted on a Web site, https://www.wjx.cn/.The unit of analysis is individuals and the number is more than 20. Every person’s answers are summarized and analyzed according to the different aspects. The data got from the online questionnaire will be primarily analyzed by website https://www.wjx.cn/. After the statistical analysis, the diagnostic analysis is used to provide more in-depth analysis to answer the questions and it includes processes like data discovery, mining and drill down and drill through. SWOT analysis will be used to get a good high-level view of the business. The last is to draw the conclusion using PEST analysis.

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SOME THOUGHTS ON THE DEVELOPMENT OF CHINA’S SPORTS INDUSTRY FROM THE PERSPECTIVE OF URBANIZATION

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ABSTRACT

Under the background of changing the mode of economic growth and adjusting the economic structure, how to realize the overall upgrading of China's sports industry, increase the proportion of sports industry in the national economy, and enhance the role of sports industry in promoting urban economy and sustainable development is an important practical problem to be solved. To realize the integration of urbanization and sports industry, we should strengthen top-level design, expand the development space of sports industry, market-oriented development of sports industry projects, speed up the cultivation of urban sports culture, and build regional sports center cities. Promote the coordinated development of sports industry and urban commerce.Based on the analysis of the development background of sports industry management, this paper analyzes and summarizes the research trends of sports industry management by using the methods of literature and logic analysis and induction. The research status and trend of sports industry management at home and abroad are summarized. To promote the healthy, rapid and sustainable development of China's sports industry to provide useful reference. Contemporary sports is accelerating into the tide of life economy with its unique charm, infinite vitality and pluralistic value. It has become an important content of building a harmonious socialist society in an all-round way, as well as an important means to improve people's quality of life and quality of life. Under this background, we must re-understand the economic value of sports and the commercial value of sports, take the development background of sports industry management as the starting point, summarize the research trends of sports industry management, and provide useful reference for promoting the healthy, rapid and sustainable development of sports industry in China.

Keywords: urbanization; sports industry; sports culture

INTRODUCTION

the integration of urbanization and sports industry < ancient works such as the > of the Republic of <, the > of the Horse Epic, and the > of the warring States period, we can find that ancient sports activities only appear when offering sacrifices, selecting leaders or making important decisions. Sports competitions are sometimes one of the means for ancient people to chase each other and become clan leaders or heroes. It can be seen that sports and sports events not only play an important role in the history of human development, but also play an important role in the promotion and shaping of human spirit. Today, from the superb football skills of Barcelona and Real Madrid on the Iberian Peninsula to the NBA professional basketball league in the United States, it has attracted hundreds of millions of fans all over the world. Sports have a powerful charm beyond national boundaries. Therefore, sports industry is gradually becoming one of the important industries in the world, especially in developed countries, which not only plays an important role in the national economy, but also shoulders the mission of the era of cultural communication. Generally speaking, sports industry includes leisure fitness industry, competitive sports industry and sporting goods production industry. Among them, with the development of economy and the improvement of people's living standard, leisure fitness industry and competitive sports industry have gradually become the core content of sports industry, and many related industries have been derived.

A Main Discovery of Sports Industry Research

City is an important foundation and space area for the development of sports industry. The degree of urbanization and economic development determine the degree of development of sports industry. At the same time, the development of sports industry can not only create more employment and economic benefits for cities, but also help to improve the spiritual quality and cultural taste of cities, and stimulate the development and innovation vitality of cities.

Generally speaking, the integration of city and sports industry is mainly reflected in two aspects:

1. city provides space area for the development of sports industry and is an effective space carrier to realize the development of sports industry agglomeration. With the continuous development of urban economy, both life service and production service can create more market demand, which is helpful to enhance the innovation vitality of sports industry development and enhance the ability of agglomeration of elements. In order to continuously promote the upgrading and development of the sports industry. As an important carrier of modern economy, city has become the main platform of sports industry agglomeration. The higher the degree of urbanization, especially the central cities and international cities, can create a greater stage for the development of the sports industry, and the sports spirit contained in the sports industry will be more effectively disseminated. It is beneficial to form the unique sports culture spirit of a city.

2. sports industry can become the driving force of deepening urbanization. The development and scale expansion of sports industry itself can bring more employment opportunities, create greater economic value, expand the scale of urban market, promote the further opening of urban space and the continuous development of urban economy. In addition, the sports industry, as a green industry, meets the needs of low carbon, environmental protection, green and sustainable development in the future. More importantly, the development of sports industry can reshape the image of the city, promote the inner culture and innovative spirit of the city, and thus form the endogenous spiritual power of the city's continuous development.

Novelty in the Study of Sports Industry

Graham Molito, a famous future predictor, believes that leisure is the first of the five driving forces of global economic development in the new millennium. Several trends in the new millennium make it possible for a "new society based on leisure ". By 2015, developed countries will enter the" leisure era ", and leisure will play a more important role in human life.

Importance and Necessity of 1. the Development of Sports Industry

Sports industry management, can be said to be a very novel discipline, in recent years in our country has gradually been paid attention to, and only in a small scope to form an independent discipline, forming a multi-industry, multi-species, multi-system, multi-domain combination, large-scale, truly diversified modern management. The development of sports industry management should be accompanied by the rise of sports life, popularization, socialization, commercialization and so on.While introducing the market economy system, our country began the attempt of sports industrialization, which is mainly "operating income-generating activities" in the sports system. With the improvement of social material basis and the change of people's concept, coupled with the increase of leisure time and the beginning of aging society, the development of sports has become a hot issue of common concern. Accordingly, drawing lessons from the successful experience of the development of sports industry in developed countries in Europe and the United States, and combining with the lofty goal of taking the development of economy as the center at the present stage of our country, the development of sports industry has become an inevitable development trend in the l century. The arrival of the second peak of the development of the world sports industry has accelerated the speed of China's integration with the development of the international sports industry, and has promoted this development trend to become a reality more quickly.

Wen Yifan (2010) looks at the development of leisure sports industry in China in a SWOT way. He thinks that the advantages are :1. The remarkable health function of leisure sports brings great market potential.2. the potential resources of leisure sports in China are very rich and have not been well developed and utilized.3. development of leisure sports industry can stimulate consumption and stimulate domestic demand. The disadvantage is 1:1. Business philosophy lags behind 2. The business model needs to be improved urgently. There is a shortage of management personnel.

Zhang Yi and Pang Guoqing (2008) pointed out that "vigorously developing rural public utilities and doing everything possible to increase farmers' income" is a strategic measure put forward by the Party Central Committee to build a new socialist countryside. As a public utility, sports play an important role in promoting the construction of spiritual civilization and building a harmonious society. As a new growth point of modern social and economic development, sports industry should also be able to increase farmers' income. Promote rural industrial structure adjustment, expand rural population employment play a positive role.

Yin Conggang and Yao Songping (2009) put forward in the development of leisure sports industry in China under the theory of comparative advantage that sports industry has become an indispensable new force in the layout of industrial projects in China. In our country, a series of policies such as the implementation of the five-day work system in 1995, the introduction of the May Day ,11, Spring Festival holiday in 1999, etc., the 5/150 program outline 6 will increase people's leisure time, the implementation of paid leave as an important measure to improve people's quality of life. With the rapid development of China's economy and the change of people's sports concept after the successful implementation of the Olympic strategy, leisure sports industry has gradually become an important part of China's tertiary industry, rising to the leisure sports industry, and showing the trend of the ascendant. However, compared with foreign developed countries, China's leisure sports industry has short time, thin foundation and less competitive advantage. In this case, it is necessary to find the breakthrough point and development strategy of leisure sports development in China, so as to make the healthy and sustainable development of leisure sports industry become necessary.

Yuan Jianguo, Dong Yongli, Wang suggested (2009) that leisure sports promote the development of sports goods industry, promote the consumption of sports goods, guide the development of sports goods industry towards leisure, promote the quantity and quality of sports goods, and provide a strong impetus for the development of leisure sports and sports goods industry in China.

Liu Fengxiang ,(2009) looks at the urban leisure sports industry from the perspective of ecological civilization. She thinks that ecological civilization is the inevitable trend of the development of human civilization. According to the connotation and requirements of ecological civilization, the role of urban leisure sports industry is helpful to adjust the industrial structure, change the mode of growth, promote the all-round development of human beings, promote social harmony, and help to form a harmonious relationship between man and nature.

Chen Xinsheng, Shao Jinying (2012) through the analysis of the leisure sports industry in the Pearl River Delta city, think that the development background of the leisure sports industry is 1:1. Urban residents pursue a healthy and leisure lifestyle. The need to promote sports and economic development. The living standard and income of urban residents are increasing. The increase of residents' leisure time and the promotion of sports leisure concept. These four points have greatly promoted the people's demand for urban leisure sports industry.

Basic Research on 2. Sports Industry Management

There are many valuable achievements in the basic research of sports industry management. Among them, Mr. Howard (Howard,D.R.) and Mr. Kexton (J.L.Crompton) are outstanding representatives of great contributions. Their published research results not only introduce the viewpoint of leisure sports as an industrial management, but also focus on the relationship between business management and the development of leisure sports, thus putting forward the research proposition of establishing the theoretical system of leisure sports industry management.In addition, the results of "research on leisure sports service plan and planning" published by Mr. Jelson can be regarded as one of the excellent achievements to guide the practice of leisure sports in this period. On the theoretical structure of sports industry management, subject characteristics, importance and other aspects as the center of the basic theory, There are mainly "Analysis of the Characteristics of Sports Industry Management "," The Role of Sports Industry Management and the Role of Sports Industry Management "," The Role of Research Results in Leisure Activities "," The Relationship between Sports Industry Management and Sports Sociology "," How to Embody the Research Results of Sports Sociology "," The Relationship between Sports Industry Management and Sports Industry Management "," Sports Industry Management "," Sports Industry Management Theory System" and so on. Its main representative figures are Fox El, Maslin, Yamashita Qiu II, Yannaiks and so on.

3. Research Results on the Combination of Sports Industry and Urbanization in China

According to the research results published by Mr. Zhang Faqiang of our country, the current types of sports industry in our country are divided into three categories: the main industry of sports and the related industries that provide services for sports, and other kinds of business activities for sports departments to make up for and promote the development of sports.

Based on the detailed figures, the research results published by Mr. Xie Qionghuan put forward the relevant policy suggestions for the future development of China's sports industry on the basis of highly summarizing and analyzing the present situation and existing problems of China's sports industry.

The research results published by Mr. Li Ming are based on the systematic discussion of the period of development of China's sports industry, the types of sports industry and the management system of sports industry. His main research results are personal monographs "Introduction to Sports Industry" and "Comparison and Reflection of Chinese and Foreign Sports Industry ". In recent years, the research on sports industry in domestic academic circles has been heating up day by day, and a number of academic papers and monographs have been published one after another, such as Bao Mingxiao's "Sports Industry: a New Economic growth Point "," Sports Market: a New Investment Hot spot" and "China Sports Industry Development report ", which comprehensively reflect the relevant theoretical and practical problems in the development and management of China's sports industry.

(1) Factors affecting the development of leisure sports industry

Ren Hui (2011), starting with the value chain structure of leisure sports industry in China, thinks that leisure sports industry is an industrial cluster which is composed of many industries according to people's consumption motivation and can meet the needs of mass leisure sports. The system consists of core value chain and extended value chain, financial chain and policy chain, complementary industry and alternative industry. Therefore, the change of any link affects the development of leisure sports industry.

Yin Conggang, Yao Songping (2009) use comparative theory to look at the development of leisure sports industry in China, they think :1. The system is the rule of mutual communication between social groups and its punishment for violation, which inhibits the individual behavior of opportunism and eccentricity, and makes personal behavior more predictable. A good system can promote the division of labor and the accumulation of wealth, and change the efficiency of division of labor through transaction costs, determine the focus of national industrial policy and other ways to show the impact on comparative advantage. Human capital is the most active and decisive factor in the development of 2. industry. It is accomplished through education and internal and international human mobility. Human capital is the main body of technological progress and innovation and the main factor to realize comparative advantage. Human capital determines the type and direction of technological progress and innovation, can effectively improve the quality of productivity and the development of sports leisure industry, improve the international comparative advantage, is the key to the sustainable development of sports leisure industry in China. The quality and quantity of human capital is an important factor to determine whether China's sports and leisure industry can develop rapidly, healthily and sustainably.

(2) Development Strategy of Leisure Sports Industry

Yin Conggang and Yao Songping (2009) used the theory of comparative advantage to look at the development of leisure sports industry in China. When choosing leisure sports industry projects in China or region, we can effectively investigate and evaluate the factors endowment of our country (region), develop leisure sports industry effectively.2. actively seek the support of national policies to ensure a good environment for the development of leisure sports industry. 3. vigorously carry on the sports leisure industry talented person training, enhances the human capital superiority.

Wen Yifan (2010) puts forward the development strategy of leisure sports industry in China by using SWOT theory, He thinks we should start from the following points :1. Industrial layout optimization and adjustment, inter-industry linkage development. 2 To promote leisure sports culture in an all-round way, Create a national brand. Establish investment and financing system for the development of leisure sports industry. 4. introduce advanced business philosophy, Cultivate management talents 5. Standardize the development of leisure sports industry. 6. rational allocation of leisure sports resources.In the post-Olympic period, China's leisure sports industry development strategy should adopt a supportive and guiding strategy, focus on the inferiority factors and opportunity factors, strive to minimize the disadvantages, make the opportunities tend to be the largest, and use external opportunities to improve the internal disadvantages.

Li Shanhua, Li Xiaochun, Lu Yuanzhao (2011) put forward the development strategy of leisure sports in China by using point axis theory :1. Based on the characteristics of factor endowment, the point axis development model of leisure sports industry is constructed. 2. adopts the unbalanced and coordinated development mode to promote the characteristic development of Guangxi leisure sports industry. 3. use integrated marketing communication method, from "point" to "face" to build leisure sports industry brand. 4. attach importance to the development of leisure sports industry in urban and rural areas and promote the overall development of leisure sports industry.

Ren Hui, and Jinsheng. (2009) From the point of view of industrial cluster, it is considered that the development strategy of leisure sports industry in China should :1.Spread extension: through agglomeration play leisure sports industry scale effect.Introversion extension: the commercial value of leisure sports industry still needs to be further excavated. Cross extension of 4.: form modular operation and integrate the superior resources of other industries for leisure sports industry.

How to Promote the Integration of Urbanization and Sports Industry

To promote the integration and development of urbanization and sports industry is conducive to promoting people to condense their thoughts, bodies and spirits into sports activities at all stages of their life process, to make it one of the inner pursuits of daily life, to strengthen individuals' feelings about their own values, to enhance people's life and work vitality, and to promote people to maximize their physiological, emotional and social potential. Therefore, it is necessary to examine the specific path of sports industry development from the perspective of urban development.

1. strengthen top-level design, expand the development space of sports industry

City is the space carrier of sports industry development. Without the population agglomeration, consumption agglomeration and market agglomeration brought by urbanization, modern sports will not flourish and the formation and development of sports industry. In recent years, the construction of urbanization in China has accelerated, the urbanization rate has been continuously improved, and the emphasis has shifted to people's urbanization. This will bring new opportunities for the development of urban sports industry. During this period, we must attach great importance to the overall planning and top-level design of the development of sports industry in the process of urbanization, in order to continuously expand the development space of urban sports industry.

First, we should strengthen policy guidance and support, consolidate the status of sports industry as a sunrise industry, create a good policy environment, and promote the development of sports industry. According to the needs of industrial development and local conditions, the introduction of targeted support and promotion policies. It can be considered to bring the sports industry into the scope of cultural industry and strategic emerging industry support, or to set up special policy support funds, and to attract private capital to jointly promote the development of sports industry. Sports industry support should be guided by market mechanism, combined with government macro-control, make full use of policy leverage to guide the healthy development of sports industry.

Second, dynamic adjustment of sports industry development plan. The formulation of sports industry development plan must fully consider the geographical location and natural conditions of the city, fully excavate the urban sports culture and humanistic factors, and fully understand the frontier concept of the development of the world sports industry. However, in the face of the new round of economic system reform and supply-side reform, the development plan of urban sports industry should be dynamically adjusted to adapt to the new situation, new changes and new requirements of the times. Strengthen the coordination between the development plan of sports industry and other urban development plans, make the development of sports industry accord with the urban area and function orientation, and reasonably match the industrial layout plan of urban development. Clear the sports industry development may encounter planning conflicts and obstacles. In addition, it is necessary to continuously promote the high-end and modern development of the sports industry, improve the scientific and technological content of the sports industry, and lay a solid foundation for the sustainable development of the sports industry.

Third, strengthen the innovation of management system and mechanism. To speed up the transformation of sports industry management system, especially leisure sports and competitive sports, we can adopt the method of separation of management and management, strengthen the guidance, standardization and supervision functions of management institutions, push specific business to the market, and improve the efficiency of the utilization of resources.

2. market-oriented development of sports industry

The satisfaction of market demand is the foundation of sustainable development of sports industry. With the continuous improvement of living standards and the increase of spare time, people pay more attention to health and physical fitness. At the end of the 19th century and the beginning of the 20th century, with the rapid development of industrialization and the general improvement of living standards, the market demand for leisure fitness is increasing day by day. Community leisure sports planning and related construction are common in Europe and the United States. For example, the "migratory bird movement" rose in Germany, most young people returned to nature and rural areas in an organized way, and community leisure sports flourished. Enterprises also realized the close relationship between labor productivity and employees' physical and mental health, and began to establish various sports clubs within the enterprise. The United States also attaches great importance to the development of community leisure sports. Under the initiative of famous social activist Dr. Mary, the United States imitated the German model and strengthened the construction of comprehensive community sports center. From 1932 to 1937, relevant laws and regulations were formulated and promulgated, construction standards were clarified, and financial support was strengthened by allocating special funds and setting up special funds. At present, almost every community in the United States has its own community activity center, which is equipped with sports room, dressing room, game room, club meeting room, fast food restaurant and reading room. In addition, In 1996, the United States completed the "Healthy Citizenship 2000 Program ", That is, the American community has one mile of camping, cycling or fitness paths for every 1,000 people, One public pool per 25,000 people, 4 acres of public open leisure park per 1000 people. In the 1980s, The UK sets standards for community sports centres, There is a community sports centre for every 25,000 people.

Therefore, from another point of view, the sports and sports industry in developed countries in Europe and the United States has also been popularized and developed with the development of industrialization and urbanization, and has played a more and more important role in it. At present, our country is in the key period of economic transformation and new urbanization construction, people are more and more eager for various forms of rich leisure fitness exercise. Therefore, it is necessary to adapt to the changing needs of the residents of our country, to cultivate sports items with good foundation, strong driving force and easy industrialization, and to enhance the service ability of urban sports demand. Vigorously develop fitness sports such as football, basketball, volleyball, tennis and badminton, and promote the dissemination and development of competitive sports industry and sports culture through domestic and international friendly city competitions, inter-school league competitions and community competitions. At the same time for the development of related sports in China to lay a solid talent reserve. The construction of urban sports industry projects must fully consider the city's geographical location, climate conditions, residents' consumption habits and urban comparative advantages, and pay close attention to the development trend of international related events. For example, cities in the northeast region should make full use of the cold and snowy weather conditions in winter to vigorously develop ice sports and skiing and carry out various forms of winter tourism activities; Beijing should promote the development of tennis, snooker and football by holding the China Open, the World Snooker China Open and the European Champions Cup Football Championship. Shanghai should be committed to developing tennis, racing and key track and field events by hosting ATP1000 Masters, F1 Grand Prix, International Gold Grand Prix and International Marathon. Guangzhou should expand the development scale of badminton, tennis and other sports by holding China Badminton Open and Guangzhou International Tennis Open. At the same time, from the residents' increasingly vigorous leisure fitness needs and mature experience in Europe and the United States, we focus on the development of community leisure sports. According to the consumption ability of the residents, the sports leisure area to meet the needs of the public consumption and the professional fitness organization to meet the high-end consumption are set up to form a multi-level community leisure sports service structure.

3. Speed up the Cultivation of Urban Sports Culture

Sports culture is the essence and core value in the history of human sports development, and has become an important foundation for the sustainable development of sports industry and one of the important soft power of the city. Modern sports culture is gradually evolving with the development of industrialization, information, urbanization and globalization, focusing on the leisure sports industry, competitive sports industry and mass sports field, which has a profound impact on the sports goods industry and many related industries. Only when sports culture is deeply rooted in people's hearts can the sustainable development of sports industry become possible. In this sense, sports culture is the foundation of the development of urban sports industry. The reason why sports culture is very important in urban development is that it can influence the values, thinking mode and management idea of urban residents to a great extent. With the development and expansion of modern cities, the mobility of urban population is becoming more and more strong, and it has even become the main part of the population structure of many international metropolises and emerging cities. The unique sports culture of the city can become the main channel for these floating population to accelerate their integration into the city, enhance their sense of belonging and form the pursuit of common value. Moreover, as an important part of modern urban culture, sports culture has become one of the important connotations of urbanization with its unique humanistic spirit, which can promote the formation of urban competition and innovation consciousness, and ensure the motive force and vitality of urban development. In addition, practice shows that many cities promote the formation of urban sports culture and the rapid development of urban economy by introducing international large-scale competitions. For example, Barcelona in Spain became the seventh largest city in Europe by hosting the 25th Olympic Games, Tokyo in Japan and Seoul in South Korea achieved extraordinary development by hosting the Olympic Games, and Sydney in Australia developed seven years ahead of schedule through the 27th Olympic Games.

Therefore, it is necessary to speed up the cultivation of urban sports culture, guide citizens to participate in mass sports extensively, form a positive and healthy mass sports culture in the city, and consolidate the demand basis and guarantee for the development of sports industry. In the process of cultivating urban sports culture, we must adhere to the principle of "inheritance and innovation ", develop the connotation and extension of sports culture on the basis of inheriting the historical culture of urban sports, and form the sports culture with urban characteristics. Pay attention to the integration of resources, accelerate the formation of leading enterprises in sports industry, thus form a widely recognized core city sports culture, ensure the vitality of urban development, take the diversified development of sports culture as the goal, and construct a diversified main pattern of sports culture. At the same time, we should carry out the communication strategy of sports culture, attach importance to the important role of sports periodicals, sports colleges and other communication carriers, and encourage foreign sports culture to enter, condense, promote and disseminate relevant scientific research results. The spread of sports culture should play a decisive role in the market and adhere to the dominant position of the public in the spread of sports culture. Follow the principle of coordination and systematization, innovate the management idea, take the social benefit as the goal, on the basis of keeping its unique charm all the time, introduce new elements boldly, ensure the scientific and advanced nature of urban sports culture.

4. Regional Sports Centre Cities

Sports center city is a kind of city which has important influence in sports ecology, sports affairs and sports industry in a certain area. They are not only the regional node cities of sports ecology and sports industry development, but also the regional central cities with extensive influence in sports culture. Regional sports center city is the inevitable product of industrialization and urbanization, and its formation needs to be accumulated for a long time. For example, some cities in Europe and the United States are famous for their famous sports events and clubs, and have a century-old history of development. It can be said that in modern society, because of the boundless nature of sports itself, sports events and clubs have become an important "business card" of a city, which plays an important role in expanding the popularity of the city and increasing the influence of the city. In addition, because the sports industry not only has a significant "business card" effect, but also has the characteristics of large industrial relevance, strong radiation and high added value, regional sports center cities can take advantage of their advantages to enhance their cultural taste and soft power. At the same time, promote the development of many related industries in the region, forming the brand and cluster effect of regional sports. Therefore, it is necessary to make every effort to build regional sports center cities, strengthen the relevant urban planning and infrastructure construction, and integrate the sports construction and training of key cities into the long-term planning and strategic objectives of urban development.

In order to build a regional sports center city, we should fully consider the fit between the sports industry and the city theme, strive to create a sports brand that conforms to the comparative advantage of the city, and build the corresponding sports culture and supporting industrial system. Combined with urban sports tradition and economic strength to introduce and promote related sports events. Strengthen the development of related education and training industry, consolidate its human resource foundation. Standardize the relevant sports gambling industry and reduce its adverse impact on the fairness of related events. Strengthen investment and financing support and accelerate the formation of a mature competition operation system composed of clubs and sports associations. We can draw lessons from the successful experience of developing sports center cities in London and take advantage of the unique advantages of existing super cities to take the lead in forming a regional sports industry city circle with super cities as the core and demonstration effect. For example, Shanghai and Nanjing as the core to form the Yangtze River Delta sports city circle, Guangzhou and Shenzhen as the core to form the Pearl River Delta sports city circle, Beijing and Tianjin as the core to form the Bohai Rim sports city circle. At the same time, make full use of the demonstration effect and leading role of these urban circles, take the central city of a certain region as the support, give full play to the agglomeration ability and diffusion function of the central city, and give full play to the radiation leading role of the surrounding cities and rural areas.

5. Promote the Coordinated Development of Sports Industry and Urban Business

Urbanization is not only closely related to the development of sports industry, but also the continuous development of urban commerce and the formation and promotion of urban commercial culture, which makes sports industry and urban commerce increasingly closely linked with the development of urbanization. The experience of Europe and the United States shows that with the development of urban economy, the expansion of cities and the promotion of commercial culture, all kinds of sports gradually develop from aristocrats to civilians, and become an important source of spiritual culture and even spiritual sustenance for the public. For example, in 1900 in Manchester, most "Manchesterers" were immigrants. Many immigrants quickly integrate into urban life by supporting local football clubs and watching football matches, and football has to some extent become an important spiritual sustenance for early immigrants. This is the powerful charm of sports. Of course, the popularity and development of football also bring more profit space for related industries, thus further promoting the development of football clubs and leagues, and adding new vitality and content to the development of urban commerce. And the prosperity of urban commerce further promoted the development and popularization of urban sports industry. Therefore, from the perspective of urbanization, the healthy development of sports industry needs to form a coordinated development pattern with urban commerce. In this respect, first of all, we should attach importance to the commercial operation of the sports industry, promote the professional development of the competitive sports industry, gradually change the practice of the national sports system in our country in the past, and push some sports to the market to promote the popularization and development of related sports. Propagandize and propagate the concept of healthy leisure, form a good atmosphere of national fitness. To promote the integration and development of sports industry, culture, tourism and other emerging industries, give full play to the role of leisure sports industry in stimulating consumption, optimizing industrial structure, expanding employment, and promoting the overall upgrading of urban commerce with emerging industries as the core. Promote the development of sports venues, training, intermediary and other services, improve relevant industry associations, standardize industry order, and protect consumer rights and interests. Strengthen the coordinated development of community leisure sports center and community commercial service, form the commercial pattern of matching supply and demand, and further strengthen the concept of residents' leisure fitness. Speed up the construction of fitness and leisure supporting industries and facilities to provide professional guidance for national leisure fitness. Secondly, strengthen the commercial propaganda of urban sports industry. Attach importance to the cultivation and shaping of sports stars and give full play to the special role of sports stars in the development of sports industry. Through the packaging and publicity of sports stars, promote the intangible assets and brand effects of related industries, and further promote the commercial operation of related sports industries. Make effective use of the propaganda function of the news media to ensure the lasting vitality of the sports industry market. Establish strategic partnership with international famous companies, draw lessons from their advanced business operation mode and cooperation and interaction mode with urban commerce, promote the internationalization and globalization of sports industry. Set up an entertainment company focused on the commercial operation of the sports industry, make commercial propaganda video, and expand the influence of the city sports industry brand. Finally, through holding various sports events, promote the common development of sports industry and urban commerce.

In recent years, the number of international events held in major cities in China is increasing day by day, the popularity and intensity of domestic competitive sports leagues are also obviously improved, and the related consumer groups are expanding. This not only promotes the popularity of the city, builds an international city, but also successfully brings about the rapid development of the city-related sports industry and the extraordinary prosperity of urban commerce. Therefore, it is necessary to make full use of the characteristics and economic strength of each city, actively undertake international competitions, carry forward regional national characteristics competitions, carry out various commercial sports competitions, and at the same time dig deeply into the market value of various competitions. Promote the development of related sports industry and urban commerce.

6. training of compound talents adapted to the development of sports industry

Sports industry involves sports, economy, management and other fields. Therefore, the development and growth of sports industry must be supported by the corresponding compound talents. The experience of developed countries also shows that excellent compound talents are the premise and important guarantee of the success of their sports industry. Therefore, from the perspective of urbanization, the rapid development of sports industry must be accompanied by the corresponding talent training strategy to build a complex talent team in line with the needs of industrial development and the requirements of the times. Universities, training institutions and enterprises can be combined. Colleges and universities mainly give full play to the advantages of educational resources, and train comprehensive talents with certain management knowledge and sports knowledge by setting up comprehensive specialty of sports industry in cooperation with enterprises. Training institutions use their centralized and efficient courses to develop specific personnel with cutting-edge knowledge and practical skills through cooperation with enterprises. For the training of complex talents in sports industry, it is necessary to obtain the financial support and information service support of the relevant departments of the state, and increase the financial support for the introduction of scarce talents, the reward of outstanding talents and the major talent development projects in the sports industry. According to the national conditions of our country, the emphasis of the training of sports industry compound talents is still in colleges and universities. Therefore, we should focus on strengthening the discipline and teacher construction of relevant universities. Strengthen efforts to promote discipline innovation, promote the sports industry discipline theory construction. Strengthen research methods, research direction, subject content and management system construction. Strengthening the construction of discipline echelons and forming a echelon system composed of discipline leaders, teaching and research backbone and teaching assistants are the basis of discipline construction and development in sports industry. Promote discipline construction, set up excellent teachers, improve the quality of teachers in physical education, support them to improve their academic qualifications or participate in domestic and foreign studies. At the same time recruit talents, create a good employment environment, attract domestic and foreign outstanding related talents.

CONCLUSION AND DISCUSSIONS

At present, the research on the development of leisure sports industry in China is still in its infancy, but we should see that the general direction and method of the research are feasible and realistic. Through a local actual investigation, field research. Through a large number of actual data and visit investigation, the present situation of leisure sports industry in different regions of our country is obtained. This provides a lot of data support for the future research of leisure sports industry in China. At the same time, on the basis of the proposed strategy and decision-making to promote the development of leisure sports industry, there are many bright spots we should learn from, its always adhere to local conditions, realistic attitude is we should always maintain. We should draw lessons from the advanced foreign ideas and principles on the development of leisure sports industry, combine with the actual situation in China, make measures according to local conditions, and on this basis put forward new views, put forward new viewpoints, strengthen innovative consciousness, and look at the development of leisure sports industry in China in a multi-angle and multi-thinking way, and carry out investigation and research. Put forward practical and effective development methods.At present, China's social economy has entered a new normal, urbanization has also entered a new stage, in the process of urbanization, sports industry is also facing challenges while obtaining development opportunities. Urbanization plays a positive role in increasing the proportion of sports population, releasing sports consumption demand, accelerating the upgrading of sports industry structure and forming industrial agglomeration effect. At the same time, the lack of sports infrastructure, the obstruction of sports culture inheritance and the difficulty of balanced development of sports industry are the problems facing the development of sports industry in the process of urbanization. And put forward the city planning and sports industry coordination, different scale cities take the road of differentiated sports industry development, actively promote the integration of sports industry and various fields of solutions.In the integration and development of urbanization and sports industry, we should fully mobilize and rationally allocate all kinds of forces and resources related to sports industry, and comprehensively consider the "long-term strategic goal of integration and development of whole and system space ". Focusing on "realizing the integration of city and sports industry, promoting the all-round development of human beings ", we should constantly improve the development motive force of the integration of city and sports industry, enhance the economic and cultural driving ability of sports industry, and play its due role in the sustainable and stable development of the city.

In a word, the ultimate goal of urbanization is to realize the free and all-round development of human beings, as well as the overall improvement of human quality and the free development of personality. The development of sports industry and competitive sports industry can make people get healthy body and good mental outlook, and get spiritual pleasure by enjoying sports competition. In this sense, sports industry is an important way to realize people's free and all-round development. The core of the construction of new urbanization in China is human urbanization, and the ultimate goal of urban development is the free and all-round development of human beings.

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THE ROLE OF LAW IN MANAGEMENT SCIENCE

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ABSTRACT

In recent years, enterprise management as an important subject under the management of management has been developed by leaps and bounds, such as financial management, human resource management, supply chain management and quality management, management science has covered all aspects of enterprise management, and has developed a relatively perfect theoretical system. However, for a long time, the development of legal management research is slow, and legal management in enterprise management increasingly important status is not commensurate, it can be said that legal management has become a short board in the study of enterprise management. In the environment of cruel market competition and government compliance governance of enterprises, the value of legal management in comprehensive risk control, access to competitive advantages and management of intangible assets has been centrally reflected, and the legal department of enterprises has risen from the general functional department to the core department to undertake the strategic tasks of enterprises. To establish a comprehensive and systematic legal management system based on the chief legal officer system has become an urgent matter in the construction of modern enterprise management discipline.

Keywords: management, legal management, enterprise management

INTRODUCTION

1.1 Research Background

According to the statistics of Fortune magazine, more than 60% of enterprises in the United States can survive for less than 5 years, while only 2% can survive for more than 50 years. The main reason is improper risk control. More than a decade ago, the financial fraud scandal of multinational enterprises exposed in the American capital market was caused by the improper prevention and control of legal risks and the lack of legal management, which also aroused people's attention to the importance of chief legal officers. A host of chief legal officers have ended up on the executive level and the boardroom.

Is full of competition of the market economy under the rule of law economy, not to enterprises as the main body of market economy provides opportunities for mistakes again and again, the enterprise special needs under the leadership of the legal department, as soon as possible to establish the overall risk control system, will be fully involved in enterprise legal management strategy, management decisions and day-to-day operations, the escort for the enterprise's sustainable development.

However, for a long time, the development of legal management research is slow, and legal management in enterprise management increasingly important status is not commensurate, it can be said that legal management has become a short board in the study of enterprise management. As an important subject under management, other branches of business management have developed by leaps and bounds, such as financial management, human resource management, supply chain management and quality management, which have covered all aspects of business management, and have developed a relatively perfect theoretical system.

Legal management should constitute the basic content of enterprise management together with other subjects. Therefore, the establishment of a comprehensive and systematic legal management system has become a pressing matter of the moment for the construction of modern enterprise management discipline.

1.2 Problem Statement

Twenty years ago, no one would have heard of legal management. Indeed, legal management has only begun to gain some attention in companies in the last decade or so, even if it is broadened to a global scale. In addition to the internal and external environment of enterprises, there is a very important reason for the slow development of legal management, that is, compared with other social disciplines, the practical requirements of legal management are very high. First of all. The chief legal officer eventually enters the decision-making level and the board with the actual gap. Secondly, management should constitute the basic content of enterprise management together with other disciplines, and establish a comprehensive and systematic legal management system in the theoretical gap. In the end, is legal management a legal issue or a management issue.

1.3 Research Objectives

The development of legal management needs a corresponding environment. Market economy, which emphasizes compliance and legality and full competition, is the fertile soil of modern enterprise system and the core driving force of enterprise legal management. The goal of management is to solve problems, while the goal of law is to maintain order. Legal management will exert this goal of management to the extreme, and become a management discipline with strong practicality. It should form the basic content of business management together with financial management, human resource management and quality management. The main research first is to analyze the core power of enterprise management under the rule of law. Secondly, it analyzes the reasons for the slow development of legal management research. Finally, the role of legal management in enterprise management is clarified.

1.4 Research Significance

Mature legal management is a sign of the perfection of enterprise management, and also a sign to measure the competitiveness of an enterprise. When studying the history of legal management, no matter in the United States, Europe or the fledgling China, it is found that there is almost no formed legal management theory system for reference.

We put forward the company legal management system will greatly promote and improve the system construction of enterprise management, I believe that after years of management practice and development, legal management is bound to develop a set of best method system, become an essential branch of modern enterprise management.

LITERATURE REVIEW

2.1 Review of Foreign Studies

Legal management originated in corporate America. Since the establishment of the world's first corporate legal department by Mobil Oil Company, the legal management of American enterprises has a history of more than 100 years. The legal management mode of the United States has been improving through continuous innovation and practice, and has become a model for other countries to learn from.

American advanced legal management idea and practice from the high degree of market-oriented economy, the advanced company system and complicated source of the common law, at the same time, the United States highly decentralized equity structure makes it easier for American companies to produce the phenomenon of insider control management, therefore the enterprises pay more attention to corporate governance, hoping the allocation and checks and balances of power, maximize the protection of enterprises and the interests of the shareholders. Among them, Randolph Eyre (1989), in his book Corporate Legal Departments -- Development Strategies in the Eighties, described the evolution of the functions of lawyers in American companies in his eyes. In addition to the historical retrospection of the Corporate Legal Departments, Randolph Eyre made a special chapter describing the business contents of the Corporate Legal Departments in the United States.

The establishment of the excellent system of chief legal officer in the United States is not only due to the expertise of corporate lawyers in corporate governance, but also due to the heavy expectations of the government, the board of directors and the board of shareholders, which highlights the irreplaceable role and responsibility of corporate lawyers in enterprises.

2.2 Domestic Research Review

Compared with western developed countries, the legal management of Chinese enterprises started later. In 1997, the State Economic and Trade Commission issued the Administrative Measures for Enterprise Legal Counsel, which first proposed the system of enterprise legal counsel. In 2002, the State Economic and Trade Commission, together with several ministries and commissions, publicly issued the Guiding Opinions on the Pilot Work of the Enterprise General Counsel System in Key State Enterprises, marking the implementation of the enterprise legal counsel system.

Management briefly the history of Chinese enterprise law, many problems, mainly reflected in the following aspects: 1) departments bull management, artificially created the company lawyer system, enterprise legal adviser system and the system of social professional lawyer conceptual confusion and conflict in practice system is bigger, not play the role of optimizing the resources distribution of social legal talent; 2) The objects of the general counsel pilot are limited to state-owned enterprises and some large enterprises, and the non-state-owned enterprises with active economy are basically ignored. The scope of the system is narrow and the influence is not large; 3) For the SOEs in which the general counsel is tested, the degree of marketization is not high, the corporate governance structure is backward, and the development of legal management in SOEs is not really valued, so the general counsel often does not enter the core decision-making level, let alone the board of directors.

RESEARCH METHODOLOGY

3.1 Research Methods

By collecting the data of corporate legal management at home and abroad in recent years, this paper studies the role of law in management by means of literature research, investigation, empirical research and so on.

3.2 Data collection

The purpose of this study is to explore the role of law in management. The results of this study were based on previous literature and data collection and were reviewed.

3.3 The Conclusion

Legal management is one of the important subjects of modern enterprise management. It should form the basic content of enterprise management together with financial management, supply chain management, human resource management and quality management. In the environment of cruel market competition and government compliance governance of enterprises, the value of legal management in comprehensive risk control, access to competitive advantages and management of intangible assets has been centrally reflected, and the legal department of enterprises has risen from the general functional department to the core department to undertake the strategic tasks of enterprises. To establish a comprehensive and systematic legal management system based on the chief legal officer system has become an urgent matter in the construction of modern enterprise management discipline. Mature legal management is a sign of the perfection of enterprise management, and also a sign to measure the competitiveness of an enterprise. We put forward the company legal management system will greatly promote and improve the system construction of enterprise management, I believe that after years of management practice and development, legal management is bound to develop a set of best method system, become an essential branch of modern enterprise management.

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RESEACH ON THE TRANSFORMATION OF HUMAN RESOURCE MANAGEMENT IN THE DIGITAL ECONOMY ERA

YUECHUAN TANG

ABSTRACT

Nowadays, with the rapid economic development, the global economy has entered the digital age. The comprehensive application of the Internet, the Internet of Things, cloud computing, and artificial intelligence technologies is in a new era of co-evolution and integration of human needs and technologies. In this context, people are changing, and employees have more work autonomy, need for self-respect, pursue comprehensive requirements for multiple skills, and have higher requirements for work partners and work scenarios. People engaged in enterprise human resource management are facing an ever-increasing amount of information, and management tasks have become cumbersome and complicated. Human resource management is the key to improving the competitiveness of enterprises in the market, and how to achieve digital transformation and enhance digital viability has become a realistic problem that must be faced at present. The traditional organization and management model has been unable to adapt and respond. It is necessary to use the thinking of digital survival to carry out organizational changes and human resource management system innovation. Digitalization is not only a technological change, but also a cognitive reconstruction. Changes in the underlying management logic drive the organization. Under the guidance of big data and information technology, the transformation of human resource management is inevitable. Establish an innovative management concept, rely on data management methods, and establish a sound corporate human resource system with the assistance of the "people-oriented" management principle, cultivate new talents and tap the potential of employees, and maximize the value of employees to be able to benefit from the digital economy. Stand out from the competition and gain an advantage.

Keywords: In the era of digital economy, human resource management, transformation and upgrading

INTRODUCTION

In the current era of digital economy, especially after COVID-19, the digital transformation of human resource management will accelerate. During the COVID-19 period, many human resource managers are forced to conduct online training, remote meetings and performance evaluations. But they found that the online human resource management has significantly improved efficiency and saved costs. As a result, the digitalization of human resource management through COVID-19 has rapidly changed and improved everyone's digital concept, and emerging technologies have also developed to the point where they can be supported, and the acceleration of digitalization will surely become inevitable.

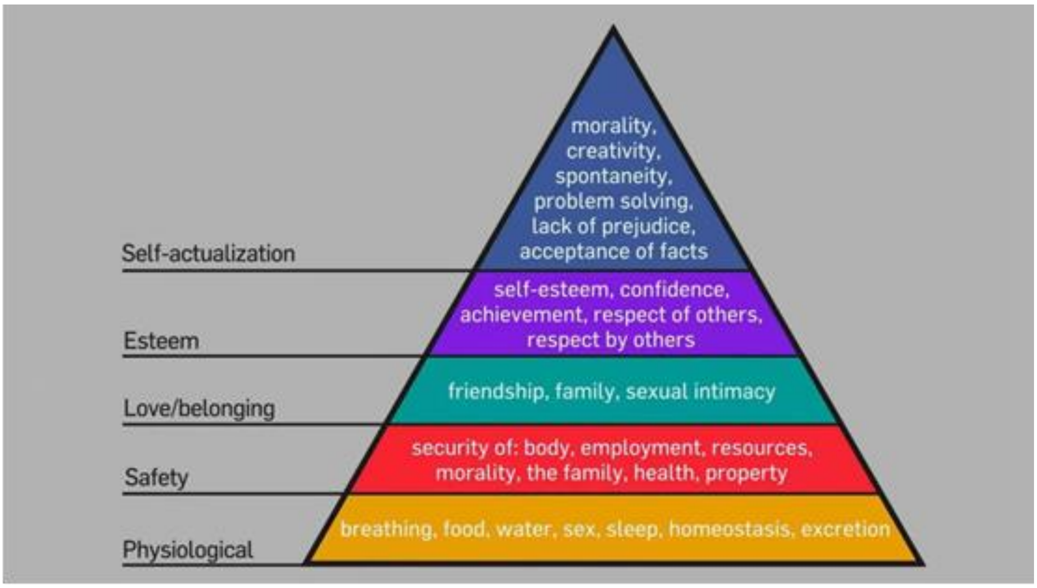
1. The basic theory of enterprise human resource management

1.1 Comprehensive Encouragement Theory in Human Resource Management

Comprehensive incentive theory can be understood as encouragement and incentive in a literal sense. This term was originally a psychological term, representing the psychological process that continuously stimulates behavioral motivation. Using certain incentive methods, coupled with external and internal factors, can keep excited objects in a state of excitement. As the economy continues to develop, incentive problems arise due to transactions and the division of labor. Motivation theory refers to the core theory used to deal with the relationship between motivation, needs, behavior and goals in behavioral science. The behavioral science point of view is that people's motivations are mainly determined by needs, and needs require clear goals. Incentive measures mainly affect people's internal activities to stimulate and strengthen behavior. Incentive theory is an important foundation of performance evaluation theory. It will reflect the reasons for performance evaluation and performance improvement, and will reflect whether the performance evaluation mechanism is reasonable. Specifically, the purpose of motivation is to stimulate people's correct behavior motivation, mobilize people's enthusiasm and creativity, so as to give full play to people's intellectual effects and achieve the greatest achievement. In this theory, it is emphasized that work efficiency and labor efficiency are directly related to employees' work attitude, which depends on various satisfaction and demand motivation factors. In addition, through reasonable work arrangements, employees can quickly and effectively complete related work within the specified time, thereby effectively stimulating their work enthusiasm and work enthusiasm. In addition, it is also necessary to clarify and clarify the positions of employees to ensure the stable improvement of their work efficiency.

1.2 The hierarchy of needs theory in human resource management

The American psychologist Maslow proposed the hierarchy of needs theory from the perspective of human motivation, which emphasizes that human motivation is determined by human needs. Moreover, in every period of time, one kind of demand is dominant, while other needs are in a subordinate position. In it, Maslow divides the various needs of human beings into five levels: physiological needs, safety needs, belonging and love needs, respect needs, and self-realization. In order to effectively meet the different development needs of people, it is necessary to analyze from different angles, so as to effectively stimulate the potential of employees. In the current stage of work, the management of human resources not only needs to effectively guarantee the various life needs of employees, but also needs to innovate and improve on this basis. For example, the multi-skill training method for employees continuously improves their work abilities and enables employees to realize their self-worth.



1.3 The Theory of Humanistic Management in Human Resource Management

In the process of continuous development of the times, all kinds of social information have undergone earth-shaking changes. In carrying out human resource management, it is also necessary to fully realize the new opportunities and challenges brought about by the development of the times. In the people-oriented management theory, it is clearly pointed out that the management concept of human resources needs to be changed with the development of the times. In modern society, the core of human resource management is no longer various objects, but the important role of people in this process should be fully understood. People-oriented management theory points out: employees are unique resources owned by the entire enterprise in the development process, and they have unique and irreplaceable functions. If the relevant personnel can formulate a reasonable work plan based on their personality characteristics, work abilities, hobbies and professional characteristics, etc., the efficiency of the entire enterprise can be further improved on the basis of ensuring that employees can exert their limited work capabilities. Obtain more obvious competition.

2. Problems existing in human resource management at this stage

2.1 Performance appraisal system is not perfect

Among the problems faced by human resource evaluation, it is found that many companies have not yet established comprehensive performance evaluation and compensation management policies. Many HR managers mostly evaluate employees based on attendance status, and there is no clear salary management aspect. Evaluation purpose and plan. In addition, there is another important problem: Many companies adopt a "one size fits all" performance appraisal method, but fail to perform corresponding appraisal according to the working conditions of employees and the situation of different departments. Therefore, many employees are dissatisfied with the final year-end evaluation, which makes many employees feel that the evaluation plan has no high reference value and lacks effective evaluation.

2.2 The reward and punishment mechanism of salary distribution management is unreasonable

Under the current economic situation, people's living standards have rapidly improved and prices have risen. Many people have higher expectations and expectations for wages. In many companies, due to the lack of a complete reward and punishment mechanism and wage distribution mechanism, the wages of many new and old employees are the same, and the wages of employees in different positions are the same, which has caused dissatisfaction with the company. The heart of corporate employees. A perfect reward and punishment mechanism can not only increase the enthusiasm and confidence of employees, but also effectively improve work efficiency and promote the rapid development of the company. However, at the current stage of the enterprise, the importance of the reward and punishment mechanism has not been fully understood, and there are many unreasonable places, which make it difficult for employees to concentrate on work for a long time and reduce work efficiency. In addition, some companies have not yet established a reward and punishment mechanism. The problem of "eating a big pot of rice" is very serious, and it is easy to cause employees to have negative performance concepts, which is not conducive to mobilizing the subjective initiative of employees, and may also contribute to the disadvantages of inaction. Once a vicious circle is formed, it will directly lead to a reduction in the economic benefits of the enterprise.

2.3 Management personnel are of low professional quality

In the current human resource management work, many managers have encountered many problems in actual work due to their low professional quality. In addition, many people enter the company to find a stable job, but in the later work, due to the boring work, this leads to the loss of many employees, changes in personnel turnover, and human resource management. Negative impact. Human resource management seems to be a relatively simple task, but if you want to really do this, it is not an easy task. Specific categories and methods have strong technical testing capabilities.

3.Measures for the transformation and upgrading of corporate human resource management in the era of digital economy Establish a sound performance appraisal system

If you want to really stimulate the enthusiasm of employees in the company, managers must establish a sound performance evaluation system. Perfect performance evaluation includes the evaluation of employees' personal performance, personal potential and overall condition. In this process, first of all, employees are required to have a more comprehensive understanding of the performance evaluation system so that they can fully understand the importance of performance evaluation. In the evaluation process, it is necessary to make a more correct judgment on the employees' work attitude and work ability, and to criticize and correct the employees' problems in a timely manner so that they can make timely changes. In addition, these questions can also be written into the evaluation file, and the growth and progress of the employees can be seen in the long-term evaluation, so that the employees can also fully understand themselves. You can also combine monthly and quarterly assessments into the annual assessment results, and allocate weights reasonably to avoid the subjectivity of the year-end assessment results.

3.1 Optimize existing salary distribution and reward and punishment mechanism

After establishing a relatively complete performance appraisal system, it is also necessary to be equipped with a corresponding complete salary distribution and reward and punishment mechanism. The combination of the two has stimulated the vitality of the enterprise to the greatest extent and mobilized the enthusiasm of the employees. To this end, managers can make employees fully participate in work by linking performance evaluation with salary distribution. In addition, it can also develop a relatively complete career plan for employees so that employees can have their own career development goals and continue to work hard for their personal growth. At the same time, it can also provide assistance to employees. The development of the company. Improve the professional level of employees and enable them to obtain higher competitiveness in the workplace. In addition, the employee’s performance can be combined with the company’s rewards, dividends and job promotion, so as to improve the employee’s sense of responsibility and work enthusiasm in a variety of ways.

3.2 Make full use of modern technology

The development of information technology has brought convenience to all aspects of life. In the human resource management of an enterprise, employee performance can also be combined with information technology. For example: Integrate employee's monthly performance and salary data, then evaluate each employee's work content, and use big data technology to evaluate, analyze and classify these comprehensive information. Then upload it to the company's official website so that all employees can clearly understand each person's performance and work content evaluation analysis, which fully embodies the principles of fairness, justice and openness. Let employees no longer have questions about the performance system, but adjust their thinking and improve work ability based on the evaluation results, and help employees set the next performance index according to their own conditions. In this way, employees can not only stimulate their own motivation, but also fully understand their past work situation, so as to better improve themselves.

3.3 Constructing a human resource demand forecasting model

3.3.1 Human resource total demand forecast simulation

The simulation of total demand for human resources refers to starting from the perspective of the total annual output of the enterprise, combining the various investment capabilities of the enterprise as a measurement standard, and achieving the purpose of promotion by simulating demand. The business development and work efficiency of the enterprise. The demand forecasting model can consider the company's future business development and production efficiency. Through in-depth analysis of various factors that affect the company's development, combined with the internal connections of influencing factors, a complete demand forecast simulation can be established to maximize the efficiency of employees and achieve long-term development goals. The company's.

3.3.2 Personnel structure demand forecasting model

The demand forecasting model of personnel structure refers to the construction of demand forecasting model from the perspective of employees. Different from the simulation of total human resource demand forecasting, this forecasting model is based on the internal perspective of the enterprise and passed through the internal employees of the enterprise. Resource integration, combining various business types of the company to find out the similarities and differences between employees and enterprises, and through the effective combination of the two, to realize the effective allocation of human resources, link various enterprises and company personnel, and give full play to their roles and considerations. The advantages of the two achieve the purpose of demand forecasting to the greatest extent.

3.3.3 Quality structure demand forecast model

The quality structure demand forecasting model refers to constructing a demand model from the perspective of employees' own quality. This demand forecasting model mainly refers to the process of improving the quality of employees through certain educational methods. In the current construction process, the main goal is to improve the professional quality of employees, improve their ability to solve problems, and combine reasonable human resource management theories to achieve the model construction of total human resources and talent structure requirements. When constructing this demand model, it is necessary to find a suitable employment method for employees, and further put forward reasonable requirements and suggestions according to the different characteristics, work capabilities and other conditions of each employee to improve the self-quality of employees.

Conclusion

Through the construction of the total human resource demand forecasting model, the personnel structure demand forecasting model and the quality structure demand forecasting model, the work efficiency of employees can be effectively improved, the professional team can be optimized, and the quality of employees can be improved, thereby giving better play to the advantages of human resource management.

4.Combined with the positive impact of job analysis

4.1 Positioning

The job description is mainly for the specific and clear description of the duties performed by the employees in accordance with the relevant requirements of their superiors. The relevant manager must make a reasonable application based on the main points of the superior documents after understanding the specific needs of the employees. In this process, it is necessary to ensure that the sub-tools of job responsibilities are scientific and relevant. The coordination between employees and departments can effectively improve the rationality of work assignments.

Work evaluation is mainly based on the established measurement standards and on the basis of completing the work analysis, objectively evaluating the work needs, tasks, difficulty and other aspects of the staff in actual operation. From the perspective of impact, effectively combining the positive effects of job analysis and job description can help employees clarify their work standards and lay a good foundation for the smooth development of future evaluation work.

4.2 Personnel positioning

In the process of job analysis, it is necessary to fully clarify the short-term tasks and long-term development goals of employees, so that employees have certain goals and career plans at work, so as to fully stimulate their work potential and development motivation. At the same time, on the basis of grasping the work dynamic characteristics of employees, according to the employees' psychological development characteristics, work ability, professional quality, etc., formulate scientific and reasonable development plans for employees, and provide employees with reasonable development ideas. The company's future development and recruitment work. Relatively reasonable indicators. In addition, the effective combination of psychological tests and job evaluation methods further enhances the professionalism of employees and thus better promotes the smooth development of recruitment.

Combining the advantages of job analysis, it is possible to clarify the various physical conditions, psychological qualities and work abilities that each worker needs to have. However, these abilities and required conditions are not innate. After entering the company, they need to be continuously trained, and the training plan should be adjusted in time, so that the quality of employees can better meet the company's future development needs.

Develop scientific, reasonable and effective personnel forecasting plans and personnel plans. If there is a problem of personnel changes in an emergency, you can make adjustments in time. Make reasonable predictions based on the future development plan of the company and the future development needs of the post. Combining the advantages of job analysis can provide a more reliable basis for formulating personnel forecasting procedures.

5. Combining the advantages of strategic human resource management theory

5.1 Resource-based view

Based on resources, it emphasizes the need to make full use of the positive role of enterprises and related organizations, comprehensively control from multiple angles, promote the flow of human resources, capital and other market elements, and promote the development of human resources, capital and other markets. The competitiveness of enterprises should be improved.

At the same time, we must fully consider the active role of talents in this process to create higher economic benefits for the company's future development. For example, companies need to continuously attract high-quality talents, give full play to the active role of talents in corporate competition, and continuously improve their own competitive advantages.

5.2 Human capital perspective theory

In the theory of human capital view, it is emphasized that there is a certain positive relationship between human resource management and human capital. From the perspective of positive effects, effective strengthening of human resource management can improve the economic benefits of the enterprise to a certain extent and drive the enthusiasm of employees. At the same time, it can also combine the advantages of incentive measures to make employees more motivated in their daily work and achieve their career development goals in thought, thereby stimulating their work potential and creating higher value in related work.

5.3 Behavioral Viewpoint Content Theory

In the content theory of behavior, the main focus is to effectively guide employees to actively participate in work through incentives. With this theory, it is necessary to fully understand the impact of different employees' work needs. From the perspective of employee needs, ensure the pertinence of human resource management. From the perspective of this theory, human resource management can effectively output relevant management information, provide sufficient information guarantee for the manager's work, and achieve the purpose of improving the competitiveness of the enterprise in the market.

6. Suggestions on the Digital Application of Human Resource Management

6.1 Integrate into the company's digital transformation strategy

Human resource management should actively integrate into this change, and strengthen the integration with corporate strategy, business development, and external changes in the digital economy era, in terms of development concepts, platform construction, management methods, business processes, talent selection, performance evaluation, etc. Active adjustments and responses were made.

6.2 Build an enterprise-level human resource data platform

The construction of human resource information system is the foundation of digital transformation and the core of human resource big data management. It will provide powerful data, technology, information and platform support for the digital and intelligent human resource management.

6.3 Speed up the intelligent transformation of human resource management

Reshape the traditional human resource management model and structure through intelligent transformation, enrich the connotation of human resource management under the background of the new era, optimize business processes, expand management and service functions, improve employee experience, improve management efficiency, and enhance the flexibility of human resource management And flexibility, realize the transformation of basic services of human resource management, and improve employee satisfaction.

6.4 Strengthen the refined management of human resource data application

Only when static data and information are applied in a certain way can they show real value. This is where the vitality of digitization lies.

6.5 Create and activate the enterprise digital talent system

The leading and promoting role of the digital talent team in the digital transformation of enterprises, stimulates the innovation and vitality of the digital talent team, forms a good corporate digital culture atmosphere, injects digital cultural genes, and realizes the co-creation and sharing of digital talents and corporate digitalization. Symbiosis and win-win.

CONCLUSION

Generally speaking, if an enterprise wants to achieve long-term development, it must strengthen its emphasis on human resource cost control and management, and adopt reasonable methods to effectively improve human resource management according to the current era background and the future development plan of the enterprise. The quality of this product can better improve the economic efficiency of the enterprise. Thank you all！

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ENVIRONMENTAL KNOWLEDGE IMPACT ON PRO-ENVIRONMENTAL BEHAVIORS: A STUDY OF CHINESE STUDENTS.

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ABSTRACT

Environmental issues have become the focus of today's society, which is related to people's health and the sustainable development of a social economy. College students are an essential force in social construction, and it is of great significance to study college students' environmental awareness and behavior. Through the research on environmental protection awareness and behavior of college students, the current situation of environmental protection awareness and behavior of Qingdao University students has been expanded, and strategies and ways to strengthen environmental awareness have been proposed.

Keywords: college students; environmental awareness; education

INTRODUCTION

1.1 Background of the study

Since the Industrial Revolution, the global natural environment has suffered tremendous damage. Lack of water resources, supply of energy and minerals. Insufficient supply, the emergence of extreme climates, and the serious destruction of ecosystems can be said that the global. After the industrial revolution, it began to explode. Throughout the previous three industrial revolutions, the energy needed for the development of social productivity. Among them, non-renewable energy dominates, and renewable energy is negligible. Production brought about by the first three industrial revolutions. The development of power comes at the expense of the natural environment. Therefore, the outbreak of the natural environment crisis also indicates that people. Development must be transformed, the concept of green development must be established, and breakthroughs must be made through a brand-new green industrial revolution. The traditional model realizes the sustainable development of mankind.

1.2 Problem statement

The level of economic development is getting higher and higher in China, but the resources have been consumed. The problem of extensive and severe environmental pollution has become increasingly prominent. In recent years, due to environmental issues, global warming has gradually. It becomes obvious, the word "fog" keeps appearing, PM2.5. Sparked heated discussion; therefore, its necessary to provide knowledge about environmental sustainability to the youth of China

1.3 Research Question

Let's take Northwest Normal University as an example. Industry, different grades of college students as the survey object, adopt Use the form of questionnaire to pass the questionnaire.Answer the feedback information to understand and analyze today's universities Students' attitude towards environmental protection (Wu Xiaoyan 2019). 1. In the form of a questionnaire, we take the normal university students as an example, design some. The main content of the garbage in the desk pocket of the university classroom.

Including:

(1) College students' control of classroom desk trash Note degree.

(2) How do college students view the garbage in the classroom desk The phenomenon.

(3) College students are like trash What action.

(4) College students' thoughts on the phenomenon of trash in desk pockets Laws and recommendations.

1.4 Research objectives

Despite environmental issues, environmental awareness and environmental behavior

Are three different concepts, but they exist closely. Relationship, what we should do is to vigorously promote environmental issues. Issues, strengthen people’s awareness of environmental protection(Ren Zhihui, Jiang Yuhang, Wang Wei 2019), and promote environmental. The transformation of environmental protection awareness to environmental protection behavior has made more and more. Of people care about the environment, love the environment, and consciously devote themselves to the environment. Under protection and improvement(Liang Qingqing 2019).

1.5 Significance of Research

The theoretical significance mainly has the following two aspects:

On the one hand, studying the cultivation and enhancement of college students’ environmental awareness under the concept of green development is conducive to enriching green. Research on development concepts. The concept of green development is a new theory put forward by our country based on the world situation and basic national conditions(Jia Yujie 2018).

It requires theoretical research and exploration of the concept of green development in various academic fields, and enrich the. Understanding of the concept of green development(Huang Yandong, Chen Guiling, Nong Kaiguang, Nong Chun-ying, Liang Yinglin, Chen Guoxiang 2017). While studying the cultivation and enhancement of environmental protection awareness of college students under the concept of green development It is to analyze the problem based on the specific performance of college students(Shen Zixuan 2017), Liu Huan, so as to deepen the green development from the perspective of education. The understanding of the concept and the promotion of the practice of the concept of green development.

LITERATURE REVIEW

2.1 The concept of green development

The proposal of the concept of green development is a gradual process, and we can see the ideological origin of the concept of green development from the ancient Chinese thought of "Harmony between Man and Nature". In the process of forming the concept of green development, not only China’s excellent traditional culture but also the scientific ideas in human history—Marxism and the theory of sustainable development—have been absorbed(Suri 2016). In today's critical period of world environmental degradation and my country's transformation and development, in order to meet the people's growing needs for a better life(Liang DI Yanli, Heng Chang 2016), the Communist Party of China formally proposed the concept of green development at the Fifth Plenary Session of the 18th Central Committee(Zhang Wei 2016).

2.2 The concept of green development and the connotation of college students' environmental awareness

Regarding the "connotation of the concept of green development", different scholars have different interpretations. "Development" is the first essence of the concept of green development. From the background of the green development concept

Look, the deterioration of the global ecological environment and the predicament of human economic development are the direct reasons that lead humans to adhere to the concept of green development. Therefore, the idea of green development is first to solve development problems. The first essence of the green development concept is development. On the one hand, it embodies "people-oriented" and promotes the development of people. Marx emphasized the "free and comprehensive development of mankind." Only when green development is placed in an important position, and efforts are made to solve the contradiction between environmental and economic problems, environmental problems and social problems, and the coordinated development of the three can make economic and social benefits The unity of benefits and ecological benefits can realize the free and comprehensive development of people. The concept of green development adheres to the people-oriented ideological connotation and regards human development as the goal of social development. On the other hand, it is the healthy development of the social economic system. Since the Industrial Revolution, the world economy dominated by capitalism

The department is practicing the social development mode of high pollution, high energy consumption and high consumption, which has caused huge environmental problems. Although capitalist countries have also taken actions on environmental issues, the profit-driven nature of capitalism makes it difficult for Western countries to escape the black development model of human history in modern times. The concept of green development proposed by our country is different. The concept of green development is a new concept that is different from the past black development model. my country is a socialist country and will not pursue the maximization of interests indefinitely like capitalist countries and stimulate economic interests through excessive consumption. Expand

Zhang. We emphasize that in the process of social production and development, we must continue to create ecological products, use clean energy, and advocate reasonable consumption to reduce ecological deficits. Our ultimate goal is to achieve ecological surplus. In the process of achieving this goal, my country has also transformed itself and established an economic and social system that conforms to the development trend of the times, and promoted the healthy development of my country's economy and society.

THEORETICAL FRAMEWORK

Investigation methods and objects

In order to have a more comprehensive understanding of Shanghai's college students' mastery of environmental knowledge, environmental awareness level, environmental behavior habits, and acceptance of environmental protection communication, and take the opportunity to promote environmental protection knowledge and enhance the environmental awareness of college students, our research team used Fudan University and Transportation Students from 20 universities, including universities, Tongji University, East China Normal University(Ma Tao 2015), East China University of Science and Technology, Shanghai University of Finance and Economics, and Shanghai Normal University, organized and carried out a questionnaire survey on awareness and behaviors related to environmental protection communication. The survey uses the unity of "knowledge" and "action" as the guiding ideology to ensure the truthfulness of the survey results.

Reliable and universal, there are 100 questionnaires from each school, a total of 2,000, with anonymous on-site answers, and four major categories, of which science accounts for 18.2%, engineering (including agricultural medicine) accounts for 25.8%, and business accounts for 25.8% 23.5%, social sciences (including humanities and arts) accounted for 32.5%. The survey was conducted by writing questionnaires, and 1886 valid questionnaires were recovered, and the effective recovery rate was 94.3%. Among them, there are 947 boys and 939 girls. Among the respondents, freshman accounted for 30.6%, sophomore year accounted for 35.4%, junior year accounted for 11.9%, senior year accounted for 11.1%, and graduate student accounted for 11.0%. In this questionnaire, based on the idea of unity of knowledge and action, the main contents involved are:

(1) Environmental awareness, including basic knowledge of environmental protection and the level of environmental awareness. Basic knowledge of environmental protection includes, for example, World Environment Day, Copenhagen Conference, Kyoto Protocol, IPCC climate report, energy saving and emission reduction, etc.; environmental awareness level, including understanding of world and domestic environmental issues and environmental conditions.

(2) Environmental behaviors, including personal environmental behaviors, hygiene habits, campus environment, etc.

(3) Acceptance of environmental protection communication, including the use of media, regular websites, watching TV programs, public welfare environmental protection advertisements, low-carbon environmental protection publicity expressions, etc.

(4) Ideas and suggestions on environmental protection activities in universities. In the process of questionnaire design, we converted the above content into 20 specific questions. These questions constitute the specific variables that we measure environmental protection-related cognition, behavior, and environmental protection communication and changes of college students. And we also break the general qualitative measurement method, try to adopt the quantitative measurement method, and establish a number of specific measurement indicators based on this.

RESULTS AND FINDINGS

Through the statistics, analysis and summarization of the questionnaire, we reflect the awareness level of environmental protection awareness, the current characteristics of environmental protection behavior and the acceptance of environmental protection communication among college students in Shanghai:

1. College students' low-carbon knowledge, environmental awareness, environmental protection behavior, etc.

Situation In the survey paper, the environmental knowledge test questions selected some common sense questions such as World Environment Day, Copenhagen Conference, Kyoto Protocol, Energy Conservation and Emission Reduction, IPCC Climate Report, World Environment Day. The statistical results show that the degree of awareness from high to low is "low carbon life" (27.5%), "energy saving and emission reduction" (24.5%), "Kyoto Protocol" (23%), and "Copenhagen Conference" (20.5%).), "IPCC Climate Report" (5.5%), indicating that college students have certain environmental protection knowledge, but they are still insufficient. For a simple question like "Which day is World Environment Day", only 41.5% of the students answered correctly, and about 60% of the students answered incorrectly. This also reflects the insufficient publicity of environmental knowledge in schools and society. The survey results on the main ways for college students to obtain environmental protection knowledge are: 77.1% of students learn about environmental protection knowledge mainly through the Internet, TV, buses, subways, mobile phones and other media, followed by books, magazines, books, and radio accounting for 22.9%. The results of the survey are shown in Table 1 below;

Table 1	Broadcasting	TV	Newspapers and magazines	Internet	Cell phone	Books	Bus subway	Total
Number	206	1042	596	1174	664	300	810	4792
Percentage	4.3%	21.8%	12.4%	24.5%	13.9%	6.2%	16.9%	100%

Table 1

In the questionnaire, we designed "How do you think low-carbon environmental protection is related to you." 40.5% of college students believe that low-carbon is "somewhat related" to them, and 48.5% of college students think that they are "close" to them, only 11% Of college students think it's "not relevant" or "nothing to do"; when it comes to the seriousness of the campus low-carbon environmental protection problem, 32% think it "feels strong", 57% think it "feels average", and only 11% think "no feeling". The data shows that college students are Low-carbon and environmental protection, in general, more attention has been paid to oneself and the campus

All are related to the implementation of low-carbon environmental protection. When asked which of the following low-carbon environmental protection behaviors college students can do, the respondents chose to save electricity, separate garbage, and promote water recycling.

17.5%, 14.5% and 14%. The few who choose to be low-carbon volunteers and decorate houses with plants are 9%. It reflects that college students have a more traditional understanding of their own low-carbon behavior, and their understanding of the concept of low-carbon behavior is also relatively narrow. The open question at the end of the questionnaire asked the respondent to write one of the most impressive environmental protection advertisements. Few students could accurately describe the environmental protection advertisements that impressed them, and the answers were concentrated in one or two of them..

2. The way, media and influence of college students receiving mass media

The focus of this survey is to explore the influence of the mass media on college students' environmental awareness and environmental behavior, with a view to discovering experience and existing problems worth learning from, and providing practical suggestions. It is the mass media that has the greatest influence on the formation of environmental protection concepts for college students, followed by school education. It can be seen that the influence of mass media is huge, and school education is also essential. It is worth noting that contemporary college students believe that the self-consciousness of citizens is also very important. The survey results are shown in Table 2 below;

Table 2	citizens themselves	School education	Mass media	National policy	Family and friends	Other	Other 总计
Number	846	868	1304	619	522	18	4177
Percentage	20.3%	20.8%	31.2%	14.8%	12.5%	0.4%	100%

Table 2

Based on the current strong influence of the mass media, this questionnaire deeply investigated the feelings of college students receiving environmental protection communication through the mass media. When college students see environmental protection advertisements in the mass media, the most common attitude they adopt is "watch it when you have time, and don't watch it when you have time." More people choose "will finish it patiently" than "skip immediately." The results of the survey are: watch when you have time, not watch 63.1 when you have no time, and you will finish it patiently

29.8%, skip immediately 6.3%, other 0.8%. The survey results are shown in Table 3 below:

Table 3	Will be patient to read	Don't look when you're free	Skip it now	Other	Other总计
Number	561	1190	119	15	1885
Percentage	29.8%	63.1%	6.3	0.8	100%

Table 3

The performance of the mass media in environmental protection communication can reflect the social responsibility of the media. 86% of the interviewees believe that "the mass media has a role in this aspect, but the role is not enough, there is room for improvement." Only 4.7% Of the interviewees think that “the mass media lacks a sense of responsibility in this aspect of environmental protection.” The survey results are: effective, but not enough 86.0%, 9.3% have played a big role, and no sense of responsibility in this area 4.7. The results of the survey are shown in Table 4 below;

Table 4has played a big role It worked, but not enough There is no sense of responsibility in this regard Total

Table 4	has played a big role	It worked, but not enough	There is no sense of responsibility in this regard	Total
Number	175	1619	89	1883
Percentage	9 .3%	86.0%	4 .7	100%

Table 4

Respondents gave relatively average evaluations of environmental protection communication in today's mass media. More than 60% of the respondents believed that environmental protection advertisements on TV, newspapers, etc. were generally effective, but only 11.4% gave absolute negative reviews. The survey results are shown in Table 5 below:

Table 3	It's too rigid to preach	The effect is general	Very creative, full of content	Other	Total
Number	215	1187	465	15	1882
Percentage	11.4%	63.1%	24.7%	0.8%	100%

Table 5

CONCLUSION

Conclusion

1. Shanghai college students are more concerned about environmental protection and have a good level of basic knowledge, but there are still deficiencies, and there are still certain limitations in their awareness of environmental issues.

2. Shanghai university students have a good environmental awareness and a high degree of enthusiasm for environmental protection, but when problems arise or involve their own interests, environmental protection behaviors are obviously lagging.

3. The limitations of Shanghai university students' environmental awareness and the hysteresis of environmental protection behaviors mean that environmental protection communication is insufficient, and environmental protection communication is not proportional to its due quantity, scale, and effect.

4. The most frequent ways and channels for Shanghai college students to receive environmental protection information are the Internet, TV, and mobile phones. The mass media has the greatest impact on the formation of environmental protection concepts for college students. It can be seen that the influence of mass media is still very large.

5. Shanghai college students pay more attention to new media among various environmental protection communication methods. New media has become an important way for contemporary college students to obtain and exchange information. Among them, three-dimensional animations that use higher "science and technology, lively and interesting" are the most popular among college students, followed by "environmental protection promotional products", and again "virtual interactive human-computer interaction". Therefore, high-tech and fun are the two key factors that attract Shanghai university students' environmental protection communication efforts.

6. At present, there is a significant gap between the in-depth degree and content of environmental education in Shanghai's colleges and universities and the actual requirements. It is necessary to continuously explore environmental education and teaching models in future education and teaching work, and strengthen environmental education for students. At the same time, public opinion guidance and institutional promotion from the society are also needed.

Discussion

While enhancing the education of environmental protection awareness among college students, the mass media should also further innovate communication methods. The current environmental protection communication content is outdated and boring, the form is simple and traditional, and it is not easy to be accepted by college students. Therefore, through artistic activities that meet the spiritual needs of college students, people can feel the richness and beauty of nature, and be more emotionally close to nature and love nature. . Such activities can include appreciation of music, art works and literary works, so that college students can return to nature emotionally, and re-feel close to nature through the influence of art. Make full use of the Internet and mobile media, and popularize environmental protection technology knowledge among college students through games, animated shorts, blogs, and Weibo platforms that are popular among college students; through activities such as environmental protection science and creativity contests, stimulate college students’ desire for knowledge and creativity , To discover and train creative talents for environmental science popularization. In addition, the media can plan some environmental protection activities that college students can participate in, and publicize and report on the activities, so that college students realize that their environmental protection actions have been paid attention and affirmed. The media can also set an example for college students by promoting some models in environmental protection, so that more college students can participate in environmental protection more actively. Once the innovative communication method is introduced into the education of environmental protection awareness of college students, in terms of the effect of communication, the butterfly effect can be achieved, and college students will be more proactive in participating in environmental protection activities.

Managerial Implications

In the process of environmental protection communication, due to the different characteristics of the media, the reporting of things, the analysis of the root cause of the problem, and the reporting form adopted will be different, and the resulting communication effects will be different. The TV has strong appeal and is suitable for reproducing the image, scene and process. You can make full use of this platform to produce story-like and interesting environmental protection programs from the perspective of humanization, through texts, cartoons, and even TV skits. , To stimulate the resonance of the audience, so that college students can truly appreciate the importance of the natural environment, the equality and preciousness of life, and the great harm of environmental problems. Newspapers, magazines, and broadcasts are highly selective, suitable for conveying in-depth information, or letters from college students

As one of the sources of information, newspapers, magazines, and radio can be used to make critical reports, explore the humanistic roots behind the environmental crisis, and trigger deep thinking among college students. In particular, we must give full play to the advantages of new media in the communication of environmental protection technology. We should fully understand the positive role of the Internet, mobile media and other new media in environmental protection communication, give full play to its instant, interactive, and shared communication characteristics, and actively set up environmental protection science columns, blogs, and microblogs on portals and mobile information platforms to develop Game software with healthy content and lively format promotes the transformation of environmental science popularization from instillation to embedded, interactive, and experiential communication mode. The combination of new media and traditional media can attract more college students to participate, making it easier to achieve the desired communication effect. At the same time, media integration is also conducive to playing a resonance role, using various media to simultaneously disseminate the same environmental issue. In the process of dissemination, different angles can be selected according to the characteristics of each media, with different emphasis, and mutual depth and breadth. Advancement clearly reflects the characteristics and functions of "real interaction".

Limitations of Findings

This paper has a number of limitations:

This research report is mainly for Chinese college students, not for other countries, so it is not comprehensive

The findings of the literature review are based on Google scholar or sciencedirect which is very sensitive to the input keywords.Literatures which have slightly different keywords may be missed out.

The review on the current literatures does not consider the quality of the literature except that the literature has been cited at least once. We focused on considering the latest research of Environmental knowledge impact on pro environmental behaviors: study of Chinese students. Nevertheless, we believe it is comprehensive as it covers many highly ranked academic journals.

The additional keyword and classification are adapted from Wanget al. (2016a). Our choice was based on the fact that it reflects the common views of academia in supply chain management.

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THE ROLE OF KNOWLEDGE MANAGEMENT IN THE INNOVATION PROCESS: A STUDY OF THAI SMES

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ABSTRACT

SMEs play an important role in driving employment, creating wealth, reducing poverty and promoting regional economic development. Based on the perspectives of knowledge acquisition, knowledge internalization, and knowledge application, this article explores the impact of knowledge management on the innova

tion capabilities of Thai SMEs. Collected data from 318 knowledge-based employees in Thai SMEs through questionnaires, and analyzed the model of the relationship between knowledge management activities and innovation capabilities using factor analysis and regression analysis, and finally found that knowledge management positively affects corporate organizations ; Enterprise organization plays an intermediary role between knowledge management and creativity; network centrality positively regulates the relationship between enterprise organization and creativity. The results of this article provide suggestions on how Thai SMEs can improve their innovation capabilities by improving their knowledge integration capabilities and corporate organization.

Keywords: Thai SMEs, knowledge management, innovation ability

INTRODUCTION

1.1 Research background

1.1.1 Small and medium-sized enterprises are an important part of the modern economy. They play an important role in driving employment, creating wealth, reducing poverty, and promoting regional economic development. They are considered to be an important driving force for the future economic growth of most economies. In the relevant research of small and medium-sized enterprises, the topic of innovation of small and medium-sized enterprises has attracted much attention. First, the real-time economic characteristics triggered by the knowledge economy, as well as the globalization, rapidness and dynamics of economic development, make small and medium-sized enterprises face huge market pressures, and only innovation can have a place to survive. In a market environment where the supply-side market has long evolved into a demand-side market, SMEs are faced with how to create new products and services on the supply side, how to meet customer needs, how to improve customer relationships, and how to enter new markets. The series involves innovation issues in the development of enterprises.

1.1.2 Thailand's small and medium-sized enterprises in the new crown epidemic are facing a survival crisis. In the face of the severe COVID-19, Thai small and medium-sized enterprises have received a great threat. Some enterprises have closed or reduced their scales, which has caused great harm to the prospects and development of enterprises.

1.1.3 Thailand is the second largest economy in Southeast Asia, and the contribution of SMEs should not be underestimated,Innovative ability is the fundamental survival of small and medium-sized enterprises

1.2 Statement of the problem

We don't know much about knowledge management, and there are some deviations. Most people have errors in understanding this aspect. Thailand’s small and medium-sized enterprises have not made enough efforts in this area. Through the research of knowledge management, this article makes this knowledge be understood by more people and applied to practical applications to effectively enhance the innovation ability of the enterprise. The company develops steadily

1.3 Research questions

At present, the knowledge management of small and medium-sized enterprises in Thailand is still facing the following problems: the basic management level of enterprises is low and the concept of knowledge management is lacking; insufficient capital investment results in insufficient knowledge innovation; ignoring the management of tacit knowledge and low awareness of innovation; enterprises lacking innovation in knowledge management Cultural soil etc.

1.4 Research purpose

Through the study of small and medium-sized enterprises in Thailand, we will verify the role of knowledge management in corporate organization, and how it is beneficial to the improvement and development of corporate innovation capabilities, and explore whether the network centrality corresponds to the impact of innovation capabilities, and whether it can improve and make the enterprise intensified. Stable development in the competition.

1.5 Research significance

This article uses superficial knowledge to expand the research on knowledge management on the basis of the predecessors, and applies it to small and medium-sized enterprises in Thailand. On the one hand, it makes knowledge management well-known and lets everyone know more about all aspects of knowledge management. On the other hand, to find a starting point for small and medium-sized enterprises in the cruel external environment, so as to improve their innovation capabilities and use network centrality to enable enterprises to develop for a long time.

1.6 Research scope

There are approximately 850,000 companies in Thailand, of which more than 99.7% are small and medium-sized enterprises, with less than 200 employees. Among all registered companies in Thailand, small and medium-sized enterprises (SMEs) account for 96%, mainly in manufacturing, wholesale and retail, and service industries. Aiming at Thai SMEs, this article uses knowledge acquisition, knowledge internalization and knowledge application in knowledge management to explore the impact on organizational culture and organizational structure, so as to find effective ways to enhance corporate innovation capabilities.

LITERATURE REVIEW

2.1 Introduction to SOR theory

The S-O-R model first appeared in the research of environmental psychology and was proposed by A. Mehrabian and J. A. Russell in 1974. This model can be explained as that when an individual encounters a certain stimulus (Stimulus, S), his/her internal state (Organism, O) will change accordingly, which will eventually lead to the generation of his/her behavior (Response, R)[MEHRABIAN A, RUSSELL J A.] . In 1982, RJ Donovan and JR Rossiter introduced the SOR model to the retail situation for the first time, believing that the retail environment will stimulate consumers’ sense of pleasure, arousal, and control, that is, the emotional state of the PAD (pleasure-arousal-dominance) model, which in turn affects consumption The approach/avoidance behavior of the person [DONOVAN R J, ROSSITER J R.].

2.2 Knowledge management theory

Knowledge is a resource of ideas, facts, experiences, judgments, information, and skills related to the performance of individuals, teams, and organizations. In the era of knowledge economy, it can provide enterprises with core innovation advantages. Knowledge management is a process of identifying and using individual, team and organizational knowledge to help organizations maintain their innovative advantages, including the creation, dissemination, integration, and use of knowledge. Based on the perspective of knowledge management, this research explores the relationship between organizational structure and organizational culture and innovation capabilities. We regard knowledge management as an "input-process-output" (IPO) process. Answering the three questions of "Where does knowledge come from?", "How does it work?" and "What is the impact?", specifically leading cross-border behaviors to answer "Where does knowledge come from?" is "input" knowledge sharing and Team communication answers "How does knowledge work?" It is "process" and team innovation answers "What is the impact of knowledge?" It is "output".

According to the IPO framework of knowledge management, leaders have acquired important knowledge and information resources from the outside world and passed them on to the team. After the knowledge and information are shared by the team members, the quantity and quality can be improved. A large number of studies have pointed out the role of knowledge in the innovation process, and empirical studies have also supported the positive effect of knowledge sharing among team members on team innovation. Liu Ning and Jia Junsheng surveyed 71 R&D teams and found that team knowledge sharing has a positive impact on team innovation performance and conveys the effect of team diversity on innovation performance. Based on the survey data of 60 domestic R&D teams, Jiang et al. also found that team knowledge sharing has a positive effect on team innovation, and it has an intermediary effect between transformational leadership and team innovation.

Small and medium-sized enterprises occupying a central position in the network can gain innovative advantages in the market because they uniquely acquire the knowledge or practical experience of other units. Similarly, a centrally located company can transfer knowledge or practical experience to other companies to adapt its products to market demand and enhance its profitability, so that it can respond to the development trends of emerging markets and respond to competitive challenges. In addition, enterprises in a central location can enjoy the benefits of economies of scale by sharing the knowledge developed by multiple enterprises, which may improve their business operations.

2.3 Organizational structure and organizational culture

The organizational structure is produced with the birth of the enterprise, and is constantly changing and evolving with the development of the enterprise. The organizational structure has undergone three stages of evolution. The first stage is a centralized organization called U-shaped by Williamson. After the enterprise gradually developed from the family-style handicraft industry, the division of mental labor and manual labor first came into being, and then the professional division of labor, such as sales, technology, equipment management, procurement, accounting, and financial management, was gradually produced. The organizational structure of the enterprise has gradually evolved from a straight-line system and a functional system to a straight-line functional system. The centralized organizational structure has given full play to the role of functional management while ensuring unified command. It is a relatively stable organizational structure with clear division of labor and strict management discipline. However, this organizational structure also has the weakness of weak horizontal connections and rigid management mode. Especially when the scale is greatly expanded, the management efficiency of the enterprise will drop significantly, and a serious "big enterprise disease" will appear. The second stage is a decentralized organization called M-type by Williamson. With the acceleration of the process of industrialization, large-scale enterprises have emerged one after another. The products and business categories involved in various enterprises are becoming more and more complex, and the geographical distribution is also becoming wider and wider, from trans-regional to trans-international. Obviously, the centralized decision-making model has been difficult to meet the requirements of market competition. Sloan has achieved great success by adopting the division system when reorganizing General Motors. Since then, the organizational structure of decentralized companies such as division, super division, and matrix has gradually evolved and been widely used. The third stage is the generation and development of flattened and networked organizational structure. The acceleration of changes in the competitive environment forces companies on the one hand to continue to improve the efficiency of internal decision-making and increase the flexibility of response; on the other hand, they can quickly select and integrate external resources of the company to form the actual ability of the company to respond to market changes. Internally, the company adopts organizational structures such as project-based working groups and modular work units to compress management levels and shorten the management chain; externally, companies use modern supply chain and other tools to form virtualization by decentralizing business functions to various professional enterprises Network organization.

The concept of organizational culture was first proposed by American scholar Davis in 1970 [HOSSAIN L， WU A. 2009]. Since then, scholars have begun to conduct various researches on organizational culture. Hofstede believes that every member of a social group or social classification will have a set of common psychological procedures. This set of psychological procedures constitutes the culture of these people. Almost everyone belongs to multiple groups or social categories at the same time. Therefore, people inevitably carry different levels of content in the inner psychological program. It corresponds to different levels of culture, including the national level, ethnic level, social class, etc.[吉尔特□霍夫斯泰德卌格特□扬□霍夫斯泰德.2010]. It can be seen that Hofstede’s point of view mainly emphasizes cultural levels and different levels of culture have different levels of behavior. mode. Once the organizational culture is formed, it will produce an imperceptible norm of behavior for the members of the organization. Employees' daily behaviors, work attitudes, and work styles are all subject to this code of conduct. Once the employee has surpassed this level. Will be punished by the organization. Organizational culture has an intangible power to divide people into different levels. Then form different behavior patterns at different levels to regulate and control the behavior of organization members.

On a certain level, organizational culture can be said to be the soul pillar of an enterprise. In addition to driving the company to develop in a better direction, it can also improve the work efficiency and quality of employees. To this end, companies must strengthen internal cultural construction, so that the value of the company can be displayed. In the actual development process of an enterprise, it is necessary to continuously innovate its management concepts. Establish correct corporate values. With a certain sense of mission, it can build a positive and healthy image for the company. It is very beneficial to the building of corporate brand. At the same time, it can also improve the comprehensive literacy of employees, so that its internal management staff can continuously improve management efficiency and level. This is of great help to enterprises to improve their market competitiveness. In the development process of contemporary society, the innovation of organizational culture will directly affect the innovation ability of enterprises. After all, a good system needs a good atmosphere in the process of establishment and development.

2.4 Network centralization

From the perspective of a network composed of enterprises as nodes, network centrality reflects the relative position between a certain enterprise and other members of the network [IBARRA H, ROWLEY T J]. According to social network theory, network centrality is based on the perspective of network structure, which reflects the embeddedness of enterprises in the network structure [FREEMAN L C, HOSSAIN L， WU A]. Studies have shown that the central enterprise plays an important role as an information bridge or information hub in the network [GRANOVETTER M S]. Based on this, network centrality not only emphasizes the ability of an enterprise to obtain information, but also reflects its ability to control other members of the network to obtain information [IBARRA H, BURT R S]. On the one hand, from the perspective of the distance between all members of the network, the sum of the paths of the central enterprise to other members of the network is the shortest, and the information exchange with other members of the network is the most active and direct, so the network centrality is improved This improves the ability of enterprises to obtain information in the network [FREEMAN L C]; on the other hand, enterprises at the center of the network are usually located on the shortest path of information exchange between other members of the network. In other words, in order to obtain information in the fastest, most efficient or lowest cost way, other members must pass through the central enterprise to achieve this [FREEMAN L C]. Therefore, the central enterprise controls the information acquisition of other members of the network, and thus has relative power [BENSON J K,AHUJA M K， GALLETTA D F ， CARLEY K M]. In the star-shaped network structure, that is, when the number of structural holes is maximized, the information potential of the central enterprise will reach the maximum. At this time, the central enterprise not only has the advantage of information resources, but also is the only channel for information exchange among other members of the network. This will help the central enterprise gain greater relative power and achieve maximum control over the behavior of other members of the network. [FREEMAN L C, ROWLEY T J]. The central enterprise can influence the behavior mode of other members in the network through the execution of power, and then realize the resource exchange that serves its own strategy [LEE JIM S, 25-26].

THEORETICAL FRAMEWORK AND HYPOTHESIS

3.1 Theoretical framework

This article is based on the data collected by the questionnaire survey. The subjects of the survey are member companies and other small and medium-sized enterprises published by the Thai Small and Medium-sized Enterprise Technology Innovation Network. The sample companies are located in industries such as electronics, industrial manufacturing, metallurgy, and pharmaceuticals, excluding service industries.400 questionnaires were sent out in this survey, and 318 valid questionnaires were finally obtained. The questionnaire uses the Linket 5-level scale to measure the respondent's attitude towards each research variable, ranging from 5 (strongly agree) to 1 (strongly disagree).

In this paper, referring to previous studies, based on the theory of stimulus response, and at the same time, according to relevant literature, we sort out the constituent factors of knowledge management and innovation capabilities of SMEs. The knowledge management of this research includes three processes, namely knowledge acquisition, knowledge internalization, and knowledge application. This research has designed two projects to measure the innovation ability of small and medium-sized enterprises, namely, organizational structure and organizational culture.

According to the management process of knowledge acquisition, knowledge internalization and knowledge application in the knowledge management of small and medium-sized enterprises, according to the different organizational structures and different organizational cultures of small and medium-sized enterprises, the research on the innovation ability of small and medium-sized enterprises is carried out. The current status of the network-centric organization structure of the organization plays a positive role in the innovation ability and the organizational culture respectively. Therefore, this paper constructs a research model of the impact of SMEs' innovation from the perspective of knowledge management (see Figure 1).

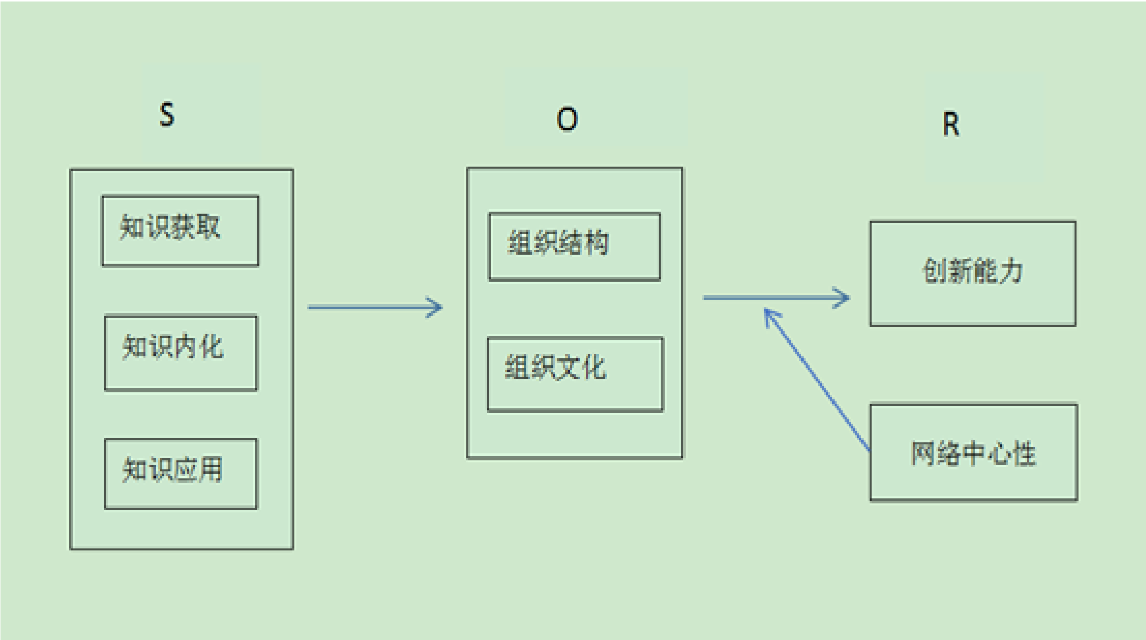

Figure 1 Schematic diagram of the relationship between knowledge management and innovation capabilities.

3.2 Research hypothesis

Based on the research literature and the proposed framework theory, this article proposes the following hypotheses: Knowledge acquisition, knowledge internalization, and knowledge application all have a positive and positive impact on the innovation capability of SMEs. The differences in innovation capabilities between enterprises may be attributed to differences in their positions in the innovation network. Therefore, this article proposes the following assumptions:

H1. Knowledge management has a positive effect on the organization of small and medium-sized enterprises.

H1a: Knowledge acquisition has a positive effect on organizational structure;

H1b: Knowledge acquisition has a positive effect on organizational culture;

H1c: Knowledge internalization has a positive effect on organizational structure;

H1d: Knowledge internalization has a positive effect on organizational culture;

H1e: The application of knowledge has a positive effect on the organizational structure;

H1f: Knowledge application has a positive effect on organizational culture.

H2, the organization of small and medium-sized enterprises has a positive effect on innovation.

H2a: The organizational structure of SMEs has a positive effect on innovation capabilities;

H2b: The organizational culture of SMEs has a positive impact on innovation capabilities.

H3. Network centrality has a positive moderating effect on the relationship between small and medium-sized enterprise organizations and innovation capabilities.

H3a: Network centrality has a positive regulatory effect on the relationship between organizational structure and innovation capabilities;

H3b: Network centrality has a positive regulatory effect on the relationship between organizational culture and innovation capabilities.

That is, the more SMEs are at the center of the innovation network, the more significant their positive impact on innovation capabilities will be.

RESULTS AND SISCUSSION

4.1. Reliability analysis

Reliability is reliability, which refers to the degree of consistency of the results obtained when the same method is used to repeatedly measure the same object. Reliability indicators are mostly expressed by correlation coefficients, and the Cronbach α reliability coefficient is currently the most commonly used reliability coefficient.

American statisticians Haier (Joseph F. Hair. Jr), Anderson (Jr. Rolph E. Anderson), Tyson (Ronald L. Tathan) and Bright (William C. black) pointed out that the reliability coefficient of the scale is the best Above 0.8, if the reliability coefficient reaches above 0.9, the reliability of the scale is very good; it is good between 0.7-0.9; it is acceptable between 0.6-0.7. If Cronbach's alpha coefficient is below 0.6, we must consider re-editing the questionnaire.

Use spss software to analyze the internal consistency reliability of the questionnaire content, and the calculated coefficients are shown in the following table.

Table 1 Reliability analysis table of the research scale

Scale	Cronbach's Alpha	Number
Knowledge acquisition	.886	4
Knowledge internalization	.898	5
Knowledge application	.873	3
Organizational structure	.892	6
Organizational Culture	.891	5
Innovation Ability	.891	6
Network centrality	.882	4
Total	.905	33

From the reliability test table, the cronbach’s value of each variable is greater than 0.7, indicating that the reliability of each variable is good; at the same time, the reliability value of the total table is 0.905, which is greater than 0.8. Therefore, it can be considered that the measurement index of the research variable has a high internal consistency reliability, and the survey data is relatively reliable.

4.2. Exploratory factor analysis

Factor analysis is to group the original variables according to the size of the correlation, so that the correlation between the variables in the same group is higher, and the correlation between the variables in different groups is lower. Each group of variables is represented by an unobservable hypothetical variable. This hypothetical variable is called a public factor. These public factors can reflect the main information of the original variable; that is, a few comprehensive indicators are used to represent most of the original variables. information.

Validity analysis is to measure the effectiveness of the results measured by measurement tools or methods, and the degree of agreement between the measurement results and the content of the investigation.

The data sample adopts KMO and Bartlett sample measurement to test whether the data is suitable for factor analysis and test the validity of the data. The closer the KMO is to 1, the more suitable the data is for factor analysis. Experience has shown that KMO greater than 0.9 is very suitable, KMO greater than 0.8 and less than 0.9 is more suitable, KMO greater than 0.6 and less than 0.8 is suitable for factor analysis, and less than 0.5 is not suitable for factor analysis .

Using SPSS to perform KMO and Bartley sphere significance test on the research data, the results are as follows:

Table 2 Validity Test Table

KMO and Bartlett's test

The Kaiser-Meyer-Olkin measure of sample adequacy.		.883
Bartlett's sphericity test	Approximate chi-square	6,247.887
	df	528
	Sig.	.000

It can be seen from the results of the validity test that the validity of the data is tested, and the KMO value is 0.883 greater than 0.7; the significance of the statistical value of the Bartlett sphere test is 0.000, less than 0.001, reaching the significance level; indicating the validity of the data used Better, suitable for factor analysis.

Table 3 Explanation table of factor total variance

Explained total variance

Ingredients	Initial eigenvalue			Extract the sum of squares and load			Rotate the sum of squares loading		
	Total	% Of variance	Cumulative %	Total	% Of variance	Cumulative %	Total	% Of variance	Cumulative %
1	8.451	25.609	25.609	8.451	25.609	25.609	4.044	12.253	12.253
2	3.306	10.017	35.627	3.306	10.017	35.627	3.987	12.082	24.335
3	3.147	9.538	45.164	3.147	9.538	45.164	3.613	10.949	35.284
4	2.679	8.119	53.283	2.679	8.119	53.283	3.525	10.683	45.966
5	2.271	6.882	60.165	2.271	6.882	60.165	3.012	9.127	55.093
6	2.065	6.257	66.422	2.065	6.257	66.422	2.957	8.960	64.053
7	1.589	4.815	71.237	1.589	4.815	71.237	2.371	7.184	71.237
8	.674	2.043	73.280						
9	.605	1.833	75.113						
10	.586	1.774	76.888						
11	.530	1.605	78.493						
12	.511	1.550	80.042						
13	.458	1.387	81.429						
14	.450	1.364	82.793						
15	.435	1.318	84.112						
16	.424	1.285	85.397						
17	.403	1.222	86.618						
18	.388	1.175	87.794						
19	.375	1.136	88.929						
20	.344	1.044	89.973						
21	.325	.984	90.957						
22	.315	.956	91.913						
23	.304	.922	92.835						
24	.295	.893	93.728						
25	.279	.845	94.573						
26	.273	.828	95.401						
27	.258	.781	96.182						
28	.244	.740	96.922						
29	.230	.696	97.618						
30	.226	.685	98.304						
31	.204	.619	98.923						
32	.187	.566	99.489						
33	.169	.511	100.000						

Extraction method: principal component analysis.

The system determines the number of principal component factors to be extracted according to the eigenvalues of the correlation matrix. In this paper, the factors with feature values greater than 1 are extracted according to the default method of the system. As a result, the number of factors extracted is 7, and the cumulative variance contribution rate of the first 7 factors reaches 71.237%, which is far more than 30%. Therefore, the extracted common factors reflect most of the information of the original variables, and it is believed that these 7 factors have a better interpretation of the scale.

The common factor gravel diagram is as follows:

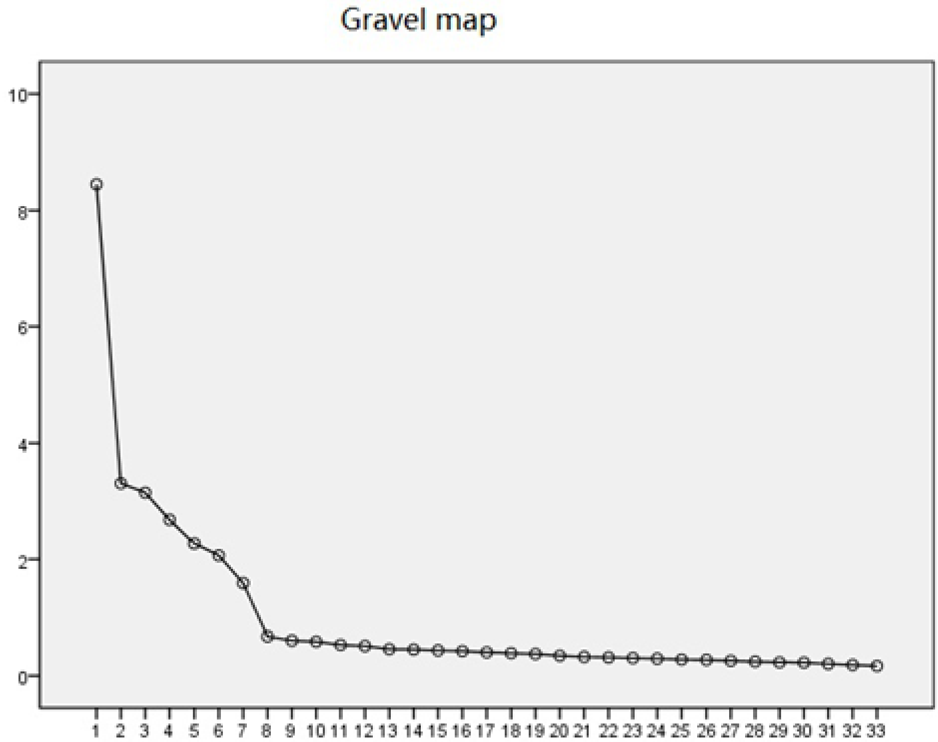

Figure 2 Crushed stone diagram of eigenvalues of common factors

According to the gravel graph of the eigenvalues of the common factors, the eigenvalues of the first seven factors are greater than 1, and the slope with the next factor is relatively large and steep. Starting from the eighth factor, the gravel graph tends to stabilize. Therefore, it is more reasonable to select the first 7 common factors to describe all of them.

In order to ensure the maximum extraction of the original scale information, as well as the interpretation of the extracted variables, the rotation method is adopted for analysis, this article uses the orthogonal rotation method, and the results are as follows:

Table 4 Factor load matrix after orthogonal rotation

Rotating component matrix[a]

	Ingredients						
	Organizational structure	Innovation Ability	Knowledge internalization	Organizational Culture	Network centrality	Knowledge acquisition	Knowledge application
KGA1	.170	.100	.076	.143	.121	.805	.054
KGA2	.181	.108	.109	.031	.058	.837	.109
KGA3	.243	.145	.136	.088	.124	.801	.151
KGA4	.172	.067	.090	-.012	-.003	.810	.158
KGI1	.166	.038	.821	.131	-.006	.071	.048
KGI2	.079	.015	.793	.182	.029	.038	.010
KGI3	.048	.080	.840	.157	.052	.055	.059
KGI4	.165	.038	.817	.081	.000	.167	.033
KGI5	.115	.086	.824	.104	.069	.078	.109
KGAP1	.200	.147	.098	.169	.016	.149	.830

KGAP2	.121	.104	.049	.072	.028	.159	.860
KGAP3	.097	.132	.093	.203	.008	.136	.834
OZS1	.799	.080	.092	.088	.125	.140	.098
OZS2	.822	.049	.100	.088	.072	.117	.062
OZS3	.729	.125	.116	.067	.074	.096	.055
OZS4	.759	-.018	.107	.084	.046	.191	.035
OZS5	.739	.057	.093	.116	.020	.118	.079
OZS6	.811	.175	.083	.067	.027	.111	.132
OZC1	.104	.107	.087	.845	.068	.069	.028
OZC2	.156	.185	.173	.800	-.011	.059	-.022
OZC3	.099	.073	.164	.804	.026	.039	.137
OZC4	.091	.123	.106	.854	.065	.111	.123
OZC5	.053	.103	.153	.696	.026	-.022	.198
IVC1	.134	.790	-.014	.137	.095	.105	.099
IVC2	.091	.757	.022	.096	.037	.142	.087
IVC3	.117	.755	-.011	.128	.004	.089	.145
IVC4	.056	.818	.073	.079	-.015	.110	.021
IVC5	-.002	.811	.070	.074	.110	-.058	-.001
IVC6	.059	.785	.123	.072	.117	.040	.068
NWC1	.109	.099	.019	.054	.828	.067	-.056
NWC2	.095	.110	-.029	.002	.864	.087	.047
NWC3	.062	.039	.057	.048	.850	.054	.024
NWC4	.041	.053	.077	.045	.859	.043	.039

Extraction method: main component.
Rotation method: Orthogonal rotation method with Kaiser standardization.
a. The rotation converges after 6 iterations.

In the factor loading matrix, the absolute value of the factor loading indicates the degree of information overlap between the main factor and the variable. The higher the information overlap, the greater the ability to generalize and explain the main component. The load of the index in this common factor is required to be greater than 0.5. The above table is the factor loading matrix after rotation. All indicators meet the requirements. Each indicator can be classified into 7 types of factors and named according to professional knowledge as shown in the above table.

4.3. Normal distribution test

Perform descriptive statistical analysis on each indicator, and perform a test of the skewness kurtosis of the normal distribution.

Descriptive Statistics Table 5

	N	Minimum	Maximum	Mean	Standard Deviation	Skewness	Kurtosis
Knowledge acquisition	318	1.25	5.00	3.2036	.86853	-.013	-.565
Knowledge internalization	318	1.20	5.00	3.3214	.84090	-.165	-.492
Knowledge application	318	1.00	5.00	3.2558	.96282	-.134	-.763
Organizational structure	318	1.50	5.00	3.3244	.78264	-.063	-.797
Organizational Culture	318	1.60	5.00	3.3616	.83589	-.067	-.856
Innovation Ability	318	1.00	4.83	3.1897	.71179	-.355	-.274
Network centrality	318	1.00	5.00	3.5369	.90325	-.370	-.604
KGA1	318	1.00	5.00	3.4780	1.00369	-.071	-.922
KGA2	318	1.00	5.00	3.2987	1.00569	.047	-.651
KGA3	318	1.00	5.00	3.1384	1.02016	-.101	-.237
KGA4	318	1.00	5.00	2.8994	.99332	-.069	-.650
KGI1	318	1.00	5.00	2.6541	1.12324	.552	-.543
KGI2	318	2.00	5.00	3.5755	.96253	-.194	-.907
KGI3	318	1.00	5.00	3.2956	.89902	-.120	-.077
KGI4	318	1.00	5.00	3.2201	1.03654	-.229	-.547
KGI5	318	1.00	5.00	3.8616	.94970	-.676	-.080
KGAP1	318	1.00	5.00	3.0346	1.03354	-.035	-.588
KGAP2	318	1.00	5.00	3.3208	1.05568	-.266	-.692
KGAP3	318	1.00	5.00	3.4119	1.14147	-.255	-.744
OZS1	318	2.00	5.00	3.4245	.84377	.144	-.553
OZS2	318	2.00	5.00	3.4214	.91523	-.089	-.860
OZS3	318	1.00	5.00	3.0849	.99638	.079	-.618
OZS4	318	1.00	5.00	3.4119	.98095	-.095	-.814
OZS5	318	1.00	5.00	3.2862	.99994	-.065	-.814
OZS6	318	1.00	5.00	3.3176	1.07879	-.477	-.507
OZC1	318	1.00	5.00	3.3019	1.04326	.058	-.875
OZC2	318	1.00	5.00	3.3742	.94730	-.317	-.366
OZC3	318	2.00	5.00	3.3019	.97447	.311	-.870

OZC4	318	1.00	5.00	3.4340	1.04491	-.107	-.702
OZC5	318	1.00	5.00	3.3962	.99220	-.197	-.679
IVC1	318	1.00	5.00	3.2642	.90879	-.090	-.524
IVC2	318	1.00	5.00	3.1164	.89987	-.127	-.844
IVC3	318	1.00	5.00	3.1384	.93632	-.094	-.413
IVC4	318	1.00	5.00	3.2610	.84685	-.150	-.225
IVC5	318	1.00	5.00	3.1541	.87994	-.418	.238
IVC6	318	1.00	5.00	3.2044	.82873	-.431	-.009
NWC1	318	1.00	5.00	3.7893	.99666	-.471	-.720
NWC2	318	1.00	5.00	3.2673	1.20236	-.527	-.531
NWC3	318	1.00	5.00	3.6352	.93256	-.176	-.721
NWC4	318	1.00	5.00	3.4560	1.05508	-.508	-.362

The results of descriptive statistics show that the absolute values of skewness and kurtosis of each indicator are all less than 3, indicating that each indicator obeys the basic normal distribution and the data performs well.

4.4. Confirmatory factor analysis

This study uses amos24.0 software to use the maximum likelihood method to perform confirmatory factor analysis to verify the structural validity of the model and scale. When using confirmatory factor analysis to evaluate model adaptation, it is necessary to consider multiple indicators such as absolute adaptation, value-added adaptation, and simplicity adaptation:

(1) Chi-square degree of freedom ratio, that is, CMIN/DF in the AMOS output result. When this value is less than 3, it means that the model is well adapted, and when it is greater than 3, it means that the model is not well adapted.

(2) The RMR value (root mean square residual) is equal to the square root of the average value of the covariance of the fitted residual equation. The smaller the RMR value, the better the fit of the model.

(3) RMSEA value (root mean square error of approximation) is an absolute index that does not require a baseline model. The smaller the value, the better the model fit. Generally speaking, a value between 0.08-0.10 indicates that the model is acceptable and has ordinary adaptation; a value between 0.05-0.08 indicates that the model has a good degree of adaptation and a reasonable adaptation; less than 0.05 indicates that the model has a good degree of adaptation very good.

(4) GFI (goodness-of-fit index) is an absolute index. The closer its value is to 1, the better the fit of the model.

(5) IFI (incremental fit index) and CFI (comparative fit index) are relative indicators; they are value-added fitness statistics, usually comparing the fitness of the theoretical model to be tested with the baseline model , To judge the fit of the model, the closer to 1 the better the fit.

(6) PNFI (parsimony-adjusted NFI) is a parsimony-adjusted index adjustment index, and the ideal value should be above 0.50.

According to the relationship between the indicators, construct the research confirmatory factor analysis model, and use the data obtained from the questionnaire to perform confirmatory factor analysis on the model, and the results of the model fitting situation are shown in the following table:

Table 6 Confirmatory factor analysis model goodness of fit table

Fitness test index	Adaptation standard	Model results	conclusion
CMIN/DF	1-3	1.289	good
RMSEA	< .08	0.03	good
RMR	< .08	0.037	good
GFI	> .90	0.9	good
CFI	> .90	0.977	good
IFI	> .90	0.977	good
PNFI	> .50	0.813	good

Table Factor Model Structure Validity Table

Latent variable	Measurement item	Factor loading	C.R.	P	Combination reliability	AVE
Knowledge acquisition	KGA1	0.792			0.886	0.661
	KGA2	0.818	15.594	***		
	KGA3	0.871	16.695	***		
	KGA4	0.768	14.447	***		
Knowledge internalization	KGI1	0.815			0.900	0.644
	KGI2	0.754	14.715	***		
	KGI3	0.823	16.505	***		
	KGI4	0.807	16.093	***		
	KGI5	0.812	16.205	***		
Knowledge application	KGAP1	0.869			0.874	0.699
	KGAP2	0.806	16.303	***		
	KGAP3	0.831	16.833	***		
Organizational structure	OZS1	0.81			0.894	0.587
	OZS2	0.819	16.275	***		
	OZS3	0.692	13.107	***		
	OZS4	0.738	14.203	***		
	OZS5	0.704	13.387	***		
	OZS6	0.82	16.296	***		
Organizational Culture	OZC1	0.819			0.894	0.628
	OZC2	0.797	15.956	***		
	OZC3	0.803	16.113	***		
	OZC4	0.861	17.659	***		
	OZC5	0.671	12.756	***		
Innovation Ability	IVC1	0.799			0.892	0.580
	IVC2	0.736	13.813	***		
	IVC3	0.733	13.764	***		
	IVC4	0.79	15.088	***		

	IVC5	0.749	14.121	***		
	IVC6	0.76	14.369	***		
Network centrality	NWC1	0.788			0.885	0.658
	NWC2	0.846	15.793	***		
	NWC3	0.8	14.874	***		
	NWC4	0.808	15.034	***		

According to the actual survey data, the results are shown in the above table. The analysis results show that the questionnaire model is composed of 7 factors. The standardized factor load value of each measurement item is absolutely greater than 0.5, and the critical ratio CR is greater than 1.96, and both are significant at the level of 0.001; in addition, the combined reliability of each factor is all Greater than 0.7, indicating that the model has a good combination reliability; the average variance extraction AVE value of each factor is greater than 0.5, and the model has a good aggregation validity;

In the fitting index result of the factor model, the ratio of chi-square degrees of freedom is 1.289< 3.000, indicating that the model is well-fitted. In terms of other fitness indicators, the performance of each indicator is better, and the model fits better and is at an acceptable level. It shows that the hypothetical theoretical model and the actual data are in good agreement, and the model results are more convincing.

Table Distinguishing validity test table between latent variables

AVE Square root	Knowledge acquisition	Knowledge internalization	Knowledge application	Organization structure	Organizational Culture	Innovation ability	Network centrality
Knowledge acquisition	0.813						
Knowledge internalization	0.305	0.802					
Knowledge application	0.413	0.251	0.836				
Organizational structure	0.471	0.323	0.358	0.766			
Organizational Culture	0.251	0.373	0.366	0.302	0.792		
Innovation Ability	0.297	0.181	0.314	0.263	0.325	0.762	
Network centrality	0.229	0.109	0.098	0.214	0.134	0.205	0.811

Note: The diagonal line is set to the positive square root of the average variance extraction AVE of the corresponding latent variable. Below the diagonal line is the correlation coefficient between the latent variables.

The test table of discrimination validity between latent variables shows that the positive square root of the minimum average variance extraction of the latent variables AVE is 0.762, which is greater than the maximum correlation coefficient 0.471, indicating that each latent variable has good discriminating validity.

In summary, the combined reliability and structure validity of the questionnaire structure model are relatively good, and the fit with actual data is relatively high. The questionnaire model is tested by confirmatory factor analysis, and the questionnaire and dimensions are set reasonably.

4.5. Correlation analysis

Correlation analysis is a statistical method to study whether things are related and the strength of the correlation. Linear correlation analysis is a method to study the strength and direction of the correlation between two variables; the main purpose is to study the relationship between variables. The closeness of the relationship. In statistical analysis, correlation coefficients are often used to quantitatively describe the closeness of the linear relationship between two variables.

Innovation Ability Correlation Analysis Table

Correlation

		Innovation Ability	Knowledge acquisition	Knowledge internalization	Knowledge application	Organizational structure	Organizational Culture	Network centrality
Innovation Ability	Pearson Correlation	1	.256**	.158**	.277**	.234**	.293**	.182**
	Significance (bilateral)		.000	.005	.000	.000	.000	.001
	N	318	318	318	318	318	318	318
Knowledge acquisition	Pearson Correlation	.256**	1	.267**	.359**	.417**	.211**	.195**
	Significance (bilateral)	.000		.000	.000	.000	.000	.000
	N	318	318	318	318	318	318	318
Knowledge internalization	Pearson Correlation	.158**	.267**	1	.216**	.296**	.343**	.096
	Significance (bilateral)	.005	.000		.000	.000	.000	.087
	N	318	318	318	318	318	318	318
Knowledge application	Pearson Correlation	.277**	.359**	.216**	1	.308**	.327**	.084
	Significance (bilateral)	.000	.000	.000		.000	.000	.135
	N	318	318	318	318	318	318	318
Organizational structure	Pearson Correlation	.234**	.417**	.296**	.308**	1	.273**	.188**
	Significance (bilateral)	.000	.000	.000	.000		.000	.001
	N	318	318	318	318	318	318	318
Organizational Culture	Pearson Correlation	.293**	.211**	.343**	.327**	.273**	1	.117*
	Significance (bilateral)	.000	.000	.000	.000	.000		.036
	N	318	318	318	318	318	318	318
Network centrality	Pearson Correlation	.182**	.195**	.096	.084	.188**	.117*	1

Significance (bilateral)	.001	.000	.087	.135	.001	.036	
N	318	318	318	318	318	318	318

**. Significantly correlated at the .01 level (two-sided).

*. Significantly correlated at the 0.05 level (two-sided).

The results of correlation analysis of innovation ability show that there is a significant positive correlation between innovation ability and organizational culture, with a correlation coefficient of 0.293. There is a significant positive correlation between innovation ability and organizational structure, with a correlation coefficient of 0.234.

It can also be seen that there is a correlation between each variable, and further model testing is carried out to study the influence of each variable.

4.6. Structural equation model path analysis

Structural equation model usually includes two basic models: measurement model and structural model. Among them, the measurement model is composed of latent variables and observation variables, reflecting the relationship between latent variables and observation variables; while the structural model represents the relationship between latent variables. It is an empirical analysis model method, by looking for the inherent relationship between variables The structural relationship verifies whether a certain structural relationship or model assumption is reasonable and the model is correct. Structural equation models have the advantages of simultaneously considering multiple dependent variables and allowing independent variables and dependent variables to contain measurement errors.

According to the research theory and research hypothesis of this article, the influence relationship model between variables is constructed. The analysis diagram of the structural equation path between the variables is as follows:

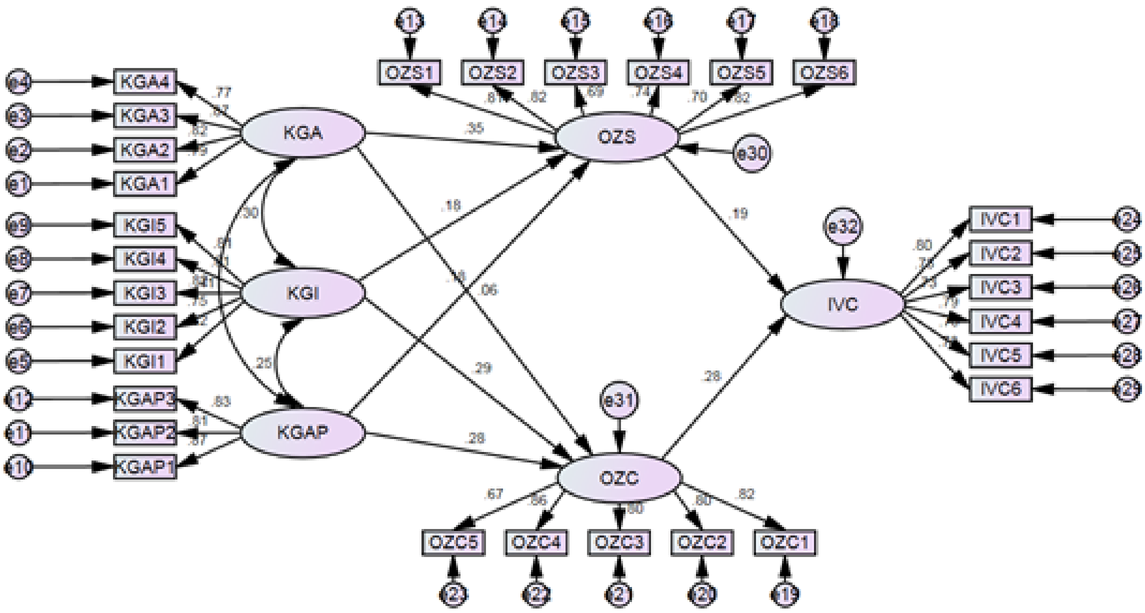

Figure 3 Path analysis diagram of structural equation model

Perform structural equation analysis on the model, and get the model fitting results as shown in the following table:

Table 7 Analysis of the overall goodness of fit of the model

Fitness test index	Ideal standard	General standard	Model results	Conclusion
CMIN/DF	1-3	The smaller the better	1.353	Good
RMSEA	< .08	<0.1	0.033	Good
RMR	< .08	<0.1	0.047	Good
GFI	> .90	>0.8	0.906	Good
CFI	> .90	>0.8	0.975	Good
IFI	> .90	>0.8	0.976	Good
PNFI	> .50		0.823	Good

The results of the overall goodness of fit analysis of the model show that the chi-square degree of freedom ratio is 1.353 <3.000, indicating that the model has a good fit. From the perspective of other fitness indicators, the performance of each indicator is better, and the model fits better on the whole, indicating that the hypothetical model and actual data are in good agreement, and the model results are more convincing.

In this study, amos24.0 version software was used to perform structural equation model operations on the collected data, and the running results were sorted and analyzed. The model standard path coefficient table of the research model was as follows:

Table Model standard path coefficient table

Path relationship			Standard path coefficient	Standard error	C.R.	Significant P
Organizational structure	<---	Knowledge acquisition	0.347	0.057	5.226	***
Organization culture	<---	Knowledge acquisition	0.057	0.07	0.866	0.387
Organizational structure	<---	Knowledge internalization	0.176	0.044	2.969	0.003
Organizational Culture	<---	Knowledge internalization	0.288	0.058	4.63	***
Organizational structure	<---	Knowledge application	0.177	0.048	2.807	0.005

Organizational Culture	<---	Knowledge application	0.278	0.063	4.2	***
Innovation Ability	<---	Organizational structure	0.193	0.065	3.132	0.002
Innovation Ability	<---	Organizational Culture	0.276	0.053	4.398	***

*** means the P value is less than 0.001; the significance level is 0.05

It can be seen from the model standard path coefficient table that the influence coefficient of the standard path of knowledge acquisition on the organizational structure is 0.347, reaching a significant level; it shows that knowledge acquisition has a significant positive impact on the organizational structure.

The influence coefficient of the standard path of knowledge acquisition on organizational culture is 0.057, and the significance value is 0.387, which is greater than 0.05, which does not reach the significance level; it shows that knowledge acquisition has no significant effect on organizational culture.

The influence coefficient of the standard path of knowledge internalization on the organizational structure is 0.176, reaching a significant level; it shows that knowledge internalization has a significant positive impact on the organizational structure.

The standard path influence coefficient of knowledge internalization on organizational culture is 0.288, reaching a significant level; it shows that knowledge internalization has a significant positive impact on organizational culture.

The standard path influence coefficient of knowledge application on organizational structure is 0.177, reaching a significant level; it shows that knowledge application has a significant positive impact on organizational structure.

The standard path influence coefficient of knowledge application on organizational culture is 0.278, reaching a significant level; it shows that knowledge application has a significant positive impact on organizational culture.

The influence coefficient of the standard path of organizational structure on innovation capability is 0.193, reaching a significant level; it shows that organizational structure has a significant positive impact on innovation capability.

The influence coefficient of the standard path of organizational culture on innovation capability is 0.276, reaching a significant level; it shows that organizational culture has a significant positive impact on innovation capability.

4.7. Network centrality adjustment effect test

Linear regression is the use of regression analysis in mathematical statistics to understand whether two or more variables are related, the direction and strength of the correlation, and to establish a mathematical model to observe specific variables to predict the variables of interest to the researcher. Regression analysis prediction is the use of regression analysis to determine the quantitative relationship between two or more variables; through the establishment of a regression model, the specific form of correlation between variables can be analyzed and the causal relationship between them can be determined.

In the use of regression analysis, the validity of the regression results must be guaranteed, and the multicollinearity and serial correlation of linear regression must be tested.

Multicollinearity is measured by the variance inflation factor (VIF). When the VIF is between 0-10, there is no multicollinearity problem and the regression is valid; but when the value is greater than 10, it indicates that there is multicollinearity and the regression result is invalid. The sequence correlation is tested by Durbin-Watson value. Generally, the Durbin-Watson value is between 1.5 and 2.5, which indicates that there is no significant correlation between the residuals, and the regression results are valid.

1. Analysis of Network Centrality's Adjustment of Organizational Structure

This part takes organizational structure and organizational culture as independent variables, takes innovation ability as dependent variable, and introduces network centrality of regulatory variables to study the regulatory effect of network centrality of regulatory variables on organizational structure. The adjusted regression results are as follows:

Model summary[b]

model	R	R square	Adjust R square	Standard Estimated error	Durbin-Watson
1	.402[a]	.161	.151	.65604	1.915

Anova[a]

model		sum of square	df	Mean square	F	Sig.
1	return	25.899	4	6.475	15.044	.000[b]
	Residual	134.710	313	.430		
	total	160.609	317			

coefficient[a]

model		Non-standardized coefficient		Standard coefficient	t	Sig.	Collinearity statistics	
		B	Standard error	trial version			Tolerance	VIF
1	(constant)	1.732	.223		7.754	.000		
	Organizational structure	.126	.050	.138	2.529	.012	.899	1.112
	Organizational Culture	.199	.046	.234	4.341	.000	.920	1.086
	Network centrality	.098	.042	.124	2.349	.019	.960	1.042
	Organizational structure*Network centrality	.181	.051	.186	3.581	.000	.997	1.003

a. Dependent variable: Innovation Ability

The adjusted regression analysis results show that the value of the R-square adjusted by regression is 0.151; the analysis of variance results show that the value of F is 15.044, and the corresponding significance probability is 0.000, which is less than 0.05, reaching the significance level, and the model fitting effect is good. The variance inflation factor (VIF) values are all less than 10, indicating that there is no multicollinearity problem in the regression equation; the Durbin-Watson value of sequence correlation is equal to 1.915, which is between 1.5 and 2.5, indicating that there is no significant correlation between the residuals The regression results are valid.

The standard regression coefficient of the independent variable organizational structure is 0.138, and the significance sig value is 0.012 less than 0.05, reaching the significance level, indicating that the organizational structure has a significant positive impact on the dependent variable's innovation ability, and the main effect of adjustment exists.

The standard regression coefficient for adjusting the organizational structure of the interaction item * network centrality is 0.186, and the significance sig value is 0.000 less than 0.05, reaching the significance level, indicating that the organizational structure of the interaction item * network centrality has a significant positive impact on innovation ability, so The existence of a moderating role indicates that network centrality plays a significant moderating role in the relationship between organizational structure and innovation capability, which is a positive moderating role.

Organization culture A
2 Analysis of the adjustment of network centrality to organizational culture
This part takes organizational structure and organizational culture as independent variables, takes innovation ability as dependent variable, and introduces network centrality of moderating variables to study the moderating effect of network centrality of moderating variables on organizational culture. The adjusted regression results are as follows:

Model summary[b]

model	R	R square	Adjust R square	Standard Estimated error	Durbin-Watson
1	.387[a]	.150	.139	.66048	1.892

Anova[a]

model		sum of square	df	Mean square	F	Sig.
1	return	24.068	4	6.017	13.793	.000[b]
	Residual	136.541	313	.436		
	Total	160.609	317			

Coefficient[a]

Model		Non-standardized coefficient		Standard coefficient	t	Sig.	Collinearity statistics	
		B	Standard error	trial version			Tolerance	VIF
1	(constant)	1.783	.226		7.887	.000		
	Organizational structure	.134	.050	.147	2.680	.008	.901	1.110
	Organizational Culture	.190	.046	.223	4.086	.000	.912	1.096
	Network centrality	.088	.042	.112	2.089	.038	.951	1.051
	Organization culture*Network centrality	.143	.049	.153	2.907	.004	.979	1.021

a. Dependent variable: Innovation Ability

CONCLUSION

5.1 Conclusion

Through observation and in-depth research on Thai SMEs, combined with previous research results and consultation with predecessors, the following five conclusions are drawn:

First, the empirical analysis results of this article support the research hypothesis that knowledge management has a positive effect on the innovation capability of Thai SMEs. In order to cope with the increasingly fierce competition among enterprises, SMEs should face up to and strengthen knowledge management methods such as knowledge acquisition, knowledge internalization, and knowledge utilization. This research puts forward an effective knowledge management and enterprise organization framework. From the perspective of SMEs' innovation capabilities, knowledge management practices are an important way to achieve SMEs' innovation at a lower cost; knowledge management practices should be achieved by reducing repetitive research and development. Increase the possibility of innovation for SMEs; knowledge management practices should open up new service areas and enhance customer relationship management capabilities; knowledge management practices should increase the flexibility of production and innovation, thereby leading SMEs to open up new markets.

Second, the organizational structure and organizational culture in an enterprise organization have a positive effect on innovation capabilities. The application of knowledge to the organization should be strengthened, in order to cope with the ever-changing market environment, enhance the innovation capability of the enterprise, and better the development of the enterprise Grow, gain a foothold in the market, and lead the development of the industry.

Third, network centrality plays a positive role in improving innovation. The same industry often finds our companies to communicate, which can better enhance the understanding of the industry. First of all, the capabilities and products of the company are recognized and supported by everyone. Only when we get everyone's trust can we establish cooperation and exchanges. The company itself constantly researches and develops high-quality new products and new services, so that everyone can learn from it.

Fourth, the companies interviewed in this study have not yet reached the desired height in their understanding of the impact of knowledge management on the innovation of SMEs. Although this result is only the conclusion of the sample enterprises, it also reveals that the current knowledge management awareness of most small and medium-sized enterprises in Thailand is not strong and the degree of knowledge management practice is not high. It is true that the subject of knowledge management emerged relatively late, and most SMEs have not yet fully understood and understood knowledge management, and lack systematic theoretical guidance in knowledge management practice. It is especially difficult to accurately judge and choose the specific knowledge management practice that is suitable for the enterprise's own knowledge management practice. behavior. The development of small and medium-sized enterprises must rely on and strengthen knowledge management, optimize the practice process of enterprise knowledge management through knowledge management, enhance enterprise innovation ability, and win opportunities for enterprise development in an increasingly competitive market environment.

Fifth, Thailand's economic development is in a transitional period, and its industrial structure is facing adjustment and upgrading. In the new stage of development, the country has proposed a strategy of independent innovation and building an innovative country, which puts forward new requirements for SMEs to improve their knowledge management level and increase innovation. . In this regard, we suggest that when promoting knowledge management practices, small and medium-sized enterprises should proceed from their own actual conditions, and under the guidance of knowledge management theory, scientifically select methods suitable for their enterprises, and use corporate resources in the most suitable for enterprise development. Knowledge management projects, and continuous improvement and summary in practice, so as to achieve the purpose of promoting the innovation of small and medium-sized enterprises through knowledge management.

5.2 Insufficient research:

The research model in this article only explains 14% of the dependent variable's innovation ability. There is no more in-depth research. At the same time, the research is based on Thai small and medium-sized enterprises, which has geographical and scale restrictions. It is only based on knowledge management, knowledge acquisition, knowledge There are a total of 6 variables for research in terms of internalization and knowledge application, and there are limitations.

5.3 Thanks

Thank you all teachers for your guidance and teaching, as well as the help of classmates and friends, which made my research paper complete. Here I sincerely thank you for your encouragement and support, and bless you all.

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RESEARCH ON THE DEVELOPMENT STRATEGY OF DONGFENG MOTOR GROUP FINANCE COMPANY

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ABSTRACT

Enterprise group finance company is a special non-bank financial institution in Chinese financial system and also a special financial policy arrangement.It is an important supporting measure to promote the national state-owned large enterprise groups' reform and development.In practice.enterprise group finance company's mains,service field is funds management capital operation and customer financing of the enterprise group and so on.Enterprise group finance company has played an irreplaceable role to support the enterprise group's economic development and deepen the enterprise group's reform.Today,as the financial industry is highly competitive,enterprise group finance company in China faces more severe challenges,such as Chinese financial market imperfection,the existing regulations' improper orientation on enterprise group finance company and enterprise group finance company's own operation problem and so on,which severely hampers the development of enterprise group finance company.

The paper is divided into four chapters;The first chapter defines the concept of the financial company,discusses the theoretical basis and function of enterprise group;analyzes the necessity and advantages of the establishment of enterprise groups;The second chapter puts forward the main research and discussion;The third chapter is about the current development of Dongfeng Motor Group.

Keywords: Dongfeng Group;Finance Company ;Combination between Industry and Finance

INTRODUCTION

1.1 The concept of corporate group finance company

The English name of the financial company is Finance Company, and in some countries it is called Finance Services. Because of the great differences in the financial systems of various countries, there are also great differences in business functions. In addition, the financial company's share of financial assets is still relatively small, so there is currently no unified definition of financial companies in the world. The definition of a financial company in the Federal Reserve Bank of the United States is "any company (excluding credit unions, banks, reserve and common savings banks, and loan associations), if the largest portion of its assets is composed of one or more of the following types The composition of the receivables, such as family or individual personal cash loans and sales financial receivables, real estate secondary mortgage loans and short-term commercial credit, etc., the company is called a financial company. In addition to its own funds, US Finance The main sources of funds for companies are long-term bonds, bank loans, and commercial paper issuance. Therefore, financial companies are companies that raise large amounts of debt. They use debt management to create credit.

At present, financial companies are: usually through one or more ways of issuing commercial paper, bonds, stocks, borrowing from other financial institutions, deposits from member units, and absorbing corporate group equity, etc., to raise funds, operating group internal fund settlement and consumer credit , Loans, commercial financing, investment, sales loans, financial intermediary services and other financial services. Finance company is a non-bank financial institution that focuses on professional financing, and can provide a variety of financial services, business investment, also called "financial service company", "financial company", etc., generally set up separately by banks or corporate groups. , Or a bank-enterprise joint venture.

In a broad sense, a financial company refers to a professional financial institution outside the bank. Also known as "non-bank bank" or "quasi bank". There are two major types: non-enterprise-affiliated financial companies and corporate-affiliated financial companies. Non-enterprise-affiliated financial companies include independent financial companies, bank-affiliated financial companies, and bank-enterprise joint finance companies. An enterprise-affiliated financial company is an enterprise group financial company. Refers to a financial company that is generally funded or controlled by an enterprise group and is active in the financial market. This type of financial company mainly develops the strategy of serving enterprise groups, with the main purpose of helping the enterprise to reduce capital costs, internal capital management and financing, capital operation and promoting product sales. Specialized financial services are carried out with the focus on shareholders or group companies and customers. However, the scope of services varies according to the different regulatory systems of various countries, and may not be limited to shareholders or group customers. At present, with the development of enterprise group finance companies, they have gradually shown the characteristics of integration, industrialization, mega-scale, informatization, and internationalization.

In a narrow sense, the financial company refers exclusively to the financial company affiliated to the enterprise, that is, the financial company of the enterprise group. Since the research topic of this article is to analyze the development of Dongfeng Motor Group Finance Company, from which to find the general law and operation of the development of enterprise group financial companies, so as to provide some references for the development of Chinese enterprise group financial companies, so the financial company studied in this article, It is a financial company in a narrow sense.

1.2 The characteristics of financial companies of enterprise groups in my country

In my country’s financial system, enterprise group finance companies are a special financial system arrangement and a special type of non-bank financial institution. It is an important supporting measure implemented by the state to promote the reform and development of large state-owned enterprise groups. . After more than 20 years of development, with the support of national policies, enterprise group finance companies have become a force that cannot be ignored in China's non-bank financial institution system, and gradually become the most popular supporting policy for enterprise groups. my country’s corporate group finance companies are audited, coordinated, managed and supervised by the China Banking Regulatory Commission in their business. They are corporate legal persons that operate independently, take responsibility for their own profits and losses, conduct independent accounting, and pay taxes according to regulations. They are administratively subordinate to large corporate group companies and are subject to group Direct leadership of the company itself.

Compared with the financial companies of enterprise groups in my country, insurance, securities, banks and other financial institutions are mainly different in that the scope of services is limited to a certain enterprise group, while the former is for the society. The latter has more comprehensive business types but not as good as the former; the latter has outstanding industrial service expertise, while the former has stronger financial expertise. If compared with the group's internal settlement center: an enterprise group finance company is a financial institution that can handle independent accounting financial services among members of the group; while the internal settlement center cannot handle financial services. It is not a financial institution, but only serves to strengthen the internal The role of economic accounting between departments 1.

Collect member unit funds and save financial expenses: After the establishment of the financial company, the member companies become shareholders of the financial company, and to a certain extent, they carry out integrated operations and concentrate the capital of each member company. At the same time, the financial company integrates the internal enterprises of the group through financial means This will speed up the settlement of funds between the member companies of the group company, avoid the occurrence of "triangular debt", improve the efficiency of the group company's funds, and reduce the group's financial expenses as a whole. The process of integrated management of group company assets. Finance companies use capital as a link and service as a means to enhance the cohesion of the group company.

Professional management of credit assets reduces market risks: After the establishment of the financial company, it can provide emergency funds for enterprises in a timely manner, understand the production characteristics of enterprises better than banks, and ensure the normal operation of production and operation. Due to various reasons, companies often have capital shortages that affect the normal operation of production and operation. Finance companies can promptly resolve the urgently needed funds of the group to ensure the normal operation of production and operation.

The financing function of the enterprise group has been enhanced: the finance company not only handles general loans, deposits, and settlement services, but also actively develops buyer's credit, bills, enters the capital market to underwrite group bonds, establishes syndicated loans, and according to the production and operation characteristics and development strategies of the enterprise group. New businesses such as the issuance of financial bonds have promoted the development speed and scale of enterprise groups.

1.3 The role of corporate group finance companies

The enterprise group has a high degree of control over its member units. my country's group companies are currently highly effective and substantive in terms of administration, financing, property rights, personnel, and industry development for controlling subsidiaries, subordinate branches, and subsidiaries that form actual control. Control power, which creates high-quality institutional conditions for the formation of a centralized and unified fund management and financial management model and the establishment of a financial company.

Through the establishment of a financial company, the group is familiar with the basic situation of the member units of the enterprise. After a period of running-in, communication is easier, no less than or even better than the service quality of the bank, internal settlement can be free, affordable and convenient, and other charges No higher than the bank, there are also preferential deposits and loans, which is conducive to the realization of the group's overall strategic goals. While developing the main business, the group enterprise usually implements a diversified development strategy in order to avoid the business risk caused by the downturn in the main business product or to form an industrial chain. In the development process of the auxiliary industry, because the industry has just entered industrialization at the beginning of the period and is not familiar with the industry, the profitability will be restricted accordingly, and continuous funding and other support are needed to help it get through the initial stage. At this stage, the funding needs of the group are not compliant with the financing and then it is often difficult to borrow from banks and other financial institutions. If this problem is solved, the financial company must help these companies from the perspective of serving the group strategy. Better financing.

With the expansion and development of enterprise groups, various member units have formed various forms of shareholding, holding and other forms of company operations, as well as cross-regional and even cross-industry companies. The internal settlement center cannot meet the diversified needs of fundraising among different interested units, and member units have multiple account openings that cannot be coordinated and used in a unified manner. This has led to idle funds for units with rich funds and units with shortages of funds to lend to banks, which increases The cost of capital use has created a situation of high deposit and loan costs, which has increased the financial risks of the entire group and affected the overall interests of investors. The establishment of a financial company can make the financing of the group's subsidiaries standardized and compliant. The establishment of a financial company is an objective need for enterprise groups to reduce financial risks and for all units to achieve centralized financial management. The internal settlement center requires that each accounting unit must open an internal account in the capital settlement center, so that the group can grasp the capital operation as a whole, can reduce the bank accounts of the entire group company, and ensure the effective capital management.

Finance companies can reduce financial expenses for enterprise groups. Since financial companies' deposits in banks enjoy preferential deposit interest rates in the financial industry, which are much higher than the deposit interest rates of member units in financial institutions, when the funds of member units are deposited in a centralized manner, its huge scale effect can be displayed. As far as the unit is concerned, it does not need to spend a lot of energy to face the financial institution alone when using its own funds. It can directly entrust the financial company of the group to achieve this, and can enjoy the same or more favorable loan interest rate as the bank, reducing financing costs.

The establishment of the financial company, the clear internal property rights of the group, the introduction of financial interest rate leverage, etc., strengthened the corporate value of capital, improved the time concept of the group's use of capital, and increased the concept of ownership of capital management. Enterprises become shareholders of the company, sharing benefits and risks, enhancing their awareness of profiting through financial instruments and promoting the integration of industry and finance. The financial operation of the financial company has also greatly expanded the group's financial contacts and exchanges. Finance companies must conduct in-depth and detailed studies for the development of the group, become familiar with financial services such as agency insurance, entrusted investment, and inter-bank lending as soon as possible, provide members with efficient and high-quality financial services, and better utilize their own advantages.

DEVELOPMENT OVERVIEW OF DONGFENG MOTOR GROUP FINANCE COMPANY

2.1 Introduction of Dongfeng Motor Group Finance Company

Dongfeng Motor Finance Co., Ltd. (hereinafter referred to as the company) is a non-bank financial institution affiliated to Dongfeng Motor Group. The company was established on May 7, 1987 with the approval of the State Banking Regulatory Authority. It is the first corporate group financial company established in the country. The company has a registered capital of RMB 3.5 billion and its domicile is No. 10 Dongfeng Avenue, Wuhan Economic and Technological Development Zone.

Relying on the Dongfeng Motor Group and serving the Dongfeng Motor Group as its business purpose, and adhering to the business philosophy of "professionalism, efficiency, innovation, and service", the company actively develops Dongfeng Motor Group's centralized fund management services, and provides settlement, financing, etc. for members of the Dongfeng Motor Group. Comprehensive financial services across the entire value chain; vigorously expand the auto sales financial business, and increase the market share of commercial vehicles and passenger vehicles under the Dongfeng Motor Group. The company is committed to developing into a "centralized fund management platform", an "auto finance business unit" and a "fund operation and wealth management center" of Dongfeng Motor Group, and to expand and strengthen the "Dongfeng Finance" brand.

The company establishes and improves the corporate governance structure, standardizes and improves the operation management system, benchmarks first-class financial companies to innovate financial services, deepens the level of fine management, improves overall risk management capabilities, and promotes the development of Dongfeng Motor's business.

Since the establishment of Dongfeng Motor Finance Company in 1987, after 28 years of development, it has gradually become a non-bank financial institution with Chinese characteristics that provides financial services for the development of enterprise groups, and has become a very important part of my country's financial system. The company insists on being based on the enterprise group and serving the enterprise group. By integrating internal resources of the group, it improves the level of capital intensification and utilization efficiency of the enterprise group, and at the same time reduces the scale of corporate external debt and the cost of capital, so as to provide Dongfeng Group with efficient and comprehensive financial services. The development of my country's enterprise group industry creates value. After the company has experienced exploration, development and adjustment, it is gradually regulating its operations and has now become the symbol of my country's large-scale corporate finance companies. With the approval of the China Banking Regulatory Commission, Dongfeng Motor Finance Co., Ltd. has obtained all the business scope stipulated in the "Administrative Measures for Enterprise Group Finance Companies"

Table 2.1 List of Business Scope of Dongfeng Motor Finance Co., Ltd.

Business direction	**Business content**
Group members	① Handle financial and financing consulting, credit verification and related consulting and agency services for member units;②Handling loans and financial leases to member units; ③Underwriting corporate bonds of member units; ④Handling entrusted loans and entrusted investments between member units; ⑤Assisting member units in the collection and payment of transaction funds; ⑥Consumer credit, Buyer's credit and financial leasing; ⑦Accept deposits of member units; ⑧Bill acceptance and discounting of member units; ⑨Guarantees to member units; ⑩Handle internal transfer and settlement between member units and the corresponding settlement and clearing plan design;

For other businesses,	① Approved insurance agency business; ② Engaged in inter-bank lending; ③ Approved to issue financial company bonds; ④Equity investment in financial institutions; ⑤Investment in marketable securities, the investment scope is limited to treasury bonds in the interbank market, central bank bills, financial bonds, short-term financing bonds, corporate bonds, money market funds, and new stock subscriptions;

2.2 Basic status of Dongfeng Motor Group Finance Company

At present, after nearly 20 years of development, Dongfeng Finance Corporation has basically realized a development model that integrates financial support, financial management and financial services. With its unique position in the internal capital market of the group, Dongfeng Finance Co., Ltd. has played an active role in activating deposits and adjusting surplus and vacancies in response to Dongfeng's global financial needs and development demands, which greatly meets the internal financing needs of member units.

Table 2.2 Financial Data of Dongfeng Finance Company

	Assets and liabilities	**Non-bank debt ratio**	**Financial expense ratio**	**Roe**
2013	49.08%	49.98%	-0.02%	14.89%
2014	67.58%	64.64%	0.01%	28.98%
2015	70.82%	76.31%	0.31%	34.47%

From the data in Table 2.2, it can be seen that the debt-to-asset ratio of Dongfeng Motor Group Finance Company increased from 49.08% in 2013 to 70.82% in 2015, but at the same time the tendency to use non-bank deposits provided by the internal capital market is gradually increasing. Increased from 49.98% to 76.31%. Regarding the cost of debt, the financial expense ratio is representative, and the financial expense ratio basically shows a downward trend. It is sufficient to see that Dongfeng Finance Company played a positive role in Dongfeng Group's response to the relatively harsh external financial market environment in the post-financial crisis era. Corresponding to the operating performance, the return on net assets has also shown a relatively rapid rise during the three years. trend.

The status quo of Dongfeng Motor Finance Company is still a "treasury financial company": electronic bills, entrusted deposits and loans, and capital budgeting. Member units can issue tickets, endorsements, pledges, discounts, prompt payment, etc. through the electronic bill system, and financial companies can provide members with services such as acceptance, discount, custody, and prompt payment. Member units can pay externally through the centralized fund management system within the budget line. The member units that join the centralized fund management system will collect funds in their income accounts at regular intervals every day. When the member unit has surplus funds, it can entrust the finance company to lend the funds to the superior unit, and can apply for the entrusted loan to the superior unit. Member units can prepare the next month's fund budget on the centralized fund management system at the end of each month, and implement it after level-by-level approval. During the implementation process, if the budget is insufficient, they can also apply for additional budgets.

The current status of the financing process of the Dongfeng Motor Group Finance Company’s member units includes self-operated loans: loans issued by the Finance Company to group members for the borrower’s daily production and operation turnover. The borrower is a member of the group, with good credit standing and capable of repaying principal and interest.

Entrusted loan: The principal provides funds and assumes all loan risks. The finance company acts as the trustee and issues, supervises the use and assists in the recovery of loans based on the loan object, purpose, amount, term, interest rate, etc. determined by the principal. Both the client and the borrower are members of the group, and the borrower must meet the requirements of the Borrower's Conditions in the "General Rules on Loans". The client must deposit his legally owned and self-disposable funds into the financial company as an entrusted deposit in advance, and the total amount of entrusted loans shall not exceed the total amount of entrusted deposits.

Bill discounting: For the needs of financing, the holder applies to the finance company to sell the bill to the finance company by paying a certain interest before the bill expires. The applicant for bill discounting is a member of the group and legally owns the bill rights. Bill acceptance: The applicant may apply to the finance company for bill acceptance due to insufficient cash purchase during the commodity transaction process, issue acceptance bills for the applicant, and pay to the payee. The applicant is a member of an enterprise group, has a real trading background, has a good credit status, and has good self-confidence; can deposit a certain percentage of the deposit or provide a property guarantee recognized by the financial company. Factoring business: Dongfeng Company’s member unit transfers its outstanding accounts receivable to Dongfeng Company to a financial company, and the financial company pays the corresponding consideration to it and collects intermediate business fees. Dongfeng Company Member units must have a real trading background.

Financial leasing: a financial company as the lessor and a group member unit as the lessee. According to the lessee’s choice of the supplier and the leased property, the leaser purchases the leased property from the supplier, uses it for the lessee, and collects the rent in installments behavior. The lessee is a member unit of the enterprise group with good credit standing and capable of repaying rent.

Member unit guarantee: The finance company can provide guarantee for the debtor (group member unit), and the guarantee method is guarantee. The guarantor applying for is a member unit within the group, capable of repayment and interest payment, and has a good credit status. And there is bill pledge or asset pledge. Financial and financing consultants: According to the financing needs of group members, provide consulting, analysis, and program design services for member units' investment and financing, capital operation, asset management and debt management activities. The applicant is a member of the group and has the ability to repay the principal and interest.

Table 2.3 Operating Status of Dongfeng Finance Company

unit	**percentage**			**Ten thousand yuan**					
	Fund collection rate	**Current ratio**	**Loan-to-deposit ratio**	**Total profit**	**Operating income**	**Bill acceptance and discount income**	**Total credit asset transfer**	**Foreign currency settlement business**	**Group product credit**
2013	92.57	50.66	51.54	42751	71382	661710	278680	3325231	14778
2014	99.40	44.61	65.80	70260	124890	1689591	145025	7020412	154607
2015	98.20	39.78	60.21	120146	148740	1975465	112546	11475460	165478

From the data in Table 2.3, it can be seen that the performance of Dongfeng Finance Corporation in the post-financial crisis era is remarkable. The fund collection rate was basically at a high level during the three years from 2013 to 2015. At the same time, the current ratio has declined, and the loan-to-deposit ratio has also decreased4. In terms of business performance, both total profit and operating income have shown a relatively high level. The rapid growth trend, in which total profits rose from 427.51 million yuan in 2013 to more than 1.2 billion yuan in 2015, and operating income rose from 713.82 million yuan in 2013 to 1.4877.4 million yuan in 2015.

FINANCIAL ANALYSIS OF DONGFENG MOTOR COMPANY

3.1 Analysis of the company's assets

The two main businesses of Dongfeng Motor Co., Ltd. are the automobile business and the powertrain business. That is to design, manufacture and sell Dongfeng and Nissan series light commercial vehicles, Dongfeng Cummins engines and Dongfeng and Nissan series light engines.

The company currently has total assets of 18.824 billion yuan and 54,000 employees. In 2010, it sold 301,000 automobiles and 229,000 engines, achieving sales revenue of 19.8 billion yuan. In the domestic automotive market segment, medium and heavy trucks, SUVs, and China buses rank first, light trucks and light buses rank second, and cars rank third. In 2008, the company ranked 20th among the top 500 Chinese enterprises and 5th among the top 500 Chinese manufacturing enterprises.

3.1.1 Asset-liability analysis

The proportion of debt is rising, while the proportion of owner's equity is declining. The debt has increased from 54.8% of the previous year to 61.4% this year, and the owner's equity will increase from 45.2% of the previous year to 38.6% this year, showing the capital of the company. In the structure, the weight of shareholders' equity is gradually decreasing, and the margin of safety of creditors is correspondingly reduced; the weight of liabilities is gradually increasing, and the company's solvency is weakening.

Dongfeng Motor's current asset ratio is 68.42%, which is very high, and its non-current asset ratio is 31.58%, which is relatively low, so it belongs to a conservative capital structure. Under the influence of the financial crisis, this asset structure can reduce financial risks, and have enough inventory to ensure production needs. The corporate risk is at a reduced level, but because low-yield liquid assets have only a large amount of funds, it will reduce the operation of assets. Efficiency and profitability level.

The proportion of current liabilities is 60.54%, the proportion of long-term liabilities is 0.87%, the proportion of owners' equity is 38.6%, while the proportion of movable assets is 68.42%, and the proportion of long-term assets is 31.58%. Liabilities are provided. The funds used for current assets are mainly provided by current liabilities. Therefore, the capital structure of Dongfeng Motor is a moderate capital structure.

December 31, 2010		**December 31, 2009**	
Current assets 68.42%	Current liabilities 60.54%	Current assets 69.24%	Current liabilities 54.19%
Long-term assets 31.58%	Long-term liabilities and owners' equity 39.46%	Long-term assets 30.76%	Long-term liabilities and owners' equity 45.81%

It can be seen from the figure that the funds required for Dongfeng Motor's current assets at the end of 2009 are provided by all current liabilities and part of long-term funds, which is a conservative structure. Although the funds required for current assets at the end of 2010 are also provided by all current liabilities and part of long-term funds, long-term funds are rarely provided. This shows that the collocation relationship between Dongfen Automobile's assets and capital has changed in 2010, from a conservative type to a moderate type.

3.1.2 Profit Analysis

Main business income has increased to varying degrees within two years, with an increase of 38.35% in 2010 compared to 2009, indicating that the company is in a period of steady development.The growth rate of operating profit in 2010 was higher than the growth rate of main business income, reaching 80.35%, far exceeding the growth rate of the previous year, mainly due to the large increase in net investment income in 2010. The growth rate of management expenses and sales expenses in 2009 exceeded the growth rate of main business income, which affected the growth rate of corporate profits to a certain extent. In 2010, enterprises paid attention to this aspect. The increase in sales expenses is lower than the increase in main business income. The changes in non-operating income and non-operating expenses within two years are abnormal, and the specific reasons should be analyzed in depth.The growth rate of the company's total profit and net profit in 2010 was significantly higher than that of the previous year. The main reason was the control of management and sales expenses and increased equity investment.

3.1.3 Cash flow analysis

The cash inflow generated by business activities is greater than the cash outflow, that is, the cash flow generated by operating activities is greater than zero, indicating that the company has better cash-generating ability and stability, and the company's production and operation conditions are better. The cash flow from corporate investment activities is -627,103,412.81 yuan, which is less than zero, indicating that the company has a strong ability to expand and reproduce, the corporate and product structure has been adjusted, and the participation in market capital operations, the implementation of equity and debt investment has a strong ability.

The cash flow generated by corporate financing activities is -35,389,666.73 yuan, which is less than zero. This is mainly because the company concentrated on debt repayment and payment of financing expenses during the accounting period, indicating that the company’s business and investment activities are functioning well and the company’s own capital turnover has entered a benign situation. At this stage, the debt burden of the enterprise is reduced, the efficiency is enhanced, and its own ability to pay cash expenditures for various financing activities.

During the three years from 2008 to 2010, cash inflows from operating activities showed a rapid upward trend, cash inflows from investment activities showed a downward trend, cash inflows from financing activities showed a downward trend first and then increased, and cash inflows generally showed an upward trend . During the three years from 2008 to 2010, the cash outflow from operating activities and the cash outflow from investment activities showed a downward trend and then an upward trend, a rapid upward trend. The cash inflow from financing activities showed a downward trend, and the amount of cash inflow generally declined first. After the upward trend.

In summary, during the three years, the net cash flow was only positive in 2009. The company's cash flow volatility in the past three years has been relatively large, and this volatility is mainly due to the cash flow volatility generated by the company's investment activities. It can be seen from the balance sheet that the total assets of the enterprise have increased significantly this year, and the capital expansion has been successfully carried out.

The source of funds, 97.33% is from the sale of goods and the provision of labor services, indicating that the company's production and sales are in good condition.

3.2 Financial capability analysis

(1) The company's working capital has not changed much during the three years from 2007 to 2009, but has decreased a lot in 2010, indicating that the company has insufficient funds to repay current liabilities and weakened short-term debt solvency. The company's current ratio is 113.03%, indicating that the company's current assets are more than short-term debt. However, the company’s current ratio from 2007 to the end of 2010 not only decreased, but also fell below the generally accepted standard (from general experience, when the current ratio is 200%, it is considered appropriate), the company should take measures to adjust current assets The proportional relationship with current liabilities to improve its short-term solvency. Otherwise, financial risks will occur, leading to poor corporate reputation and adversely affecting corporate operations. From the end of 2007 to the end of 2010, the company’s quick ratio continued to decrease, and the quick ratio in the past three years was lower than the generally accepted standard (generally man-made, inventories accounted for about 50% of the company’s total current assets. So, quick The general standard of the ratio is 100%), the actual short-term solvency of the company is low.

(2) The company's total asset turnover rate from 2007 to 2008 remained almost the same. This is because the growth rate of operating income is almost the same as the growth rate of the average net value of fixed assets, so the utilization effect of total assets has not been improved. This shows that The management level of the enterprise needs to be further improved.

(3) The company's return on net assets continued to decline from 2007 to 2009, and the return on net assets in 2010 has rebounded. The continuous decline in the rate of return on net assets is caused by the company’s increase in net profit higher than the decline in owner’s equity, indicating that the operating efficiency of the company’s own capital has declined, and the ability to obtain income has decreased, which is harmful to the interests of corporate investors and creditors. The degree of assurance drops. Fortunately, there has been a rebound in 2010. The operating efficiency of enterprise's own capital has increased, the ability to obtain income has been improved, and the degree of guarantee for the interests of enterprise investors and creditors has increased.

(4) The various profit growth rate indicators continued to increase from 2009 to 2010, indicating that Dongfeng Motor's profitability continues to improve and the corporate market prospects are better. From 2008 to 2010, the amount of total assets continued to increase, and the growth rate of total assets in 2009 and 2010 was positive, indicating that Dongfeng Motor's total assets are continuously increasing and the company's scale is constantly expanding. From 2008 to 2010, the total owner's equity has been increasing, and the capital accumulation rate has been greater than zero for three consecutive years, indicating that the company has a strong ability to expand reproduction. Dongfeng Motor started to invest in research and development in 2009, and the invested capital increased from 19,882,676 yuan in 2009 to 68,082,316 yuan in 2010, with a technology investment ratio of 242.42%. It shows that the company has invested a lot in new technology, the company has a strong ability to adapt to the market, its advantages in the future are obvious, there is a lot of room for survival and development, and the prospects for development are good.

RESEARCH METHODOLOGY

4.1 Measures to improve financial analysis

(1) Further expand the information disclosed in financial reports. With the promulgation and implementation of the new standards, the information disclosed in financial reports has expanded to a certain extent, but it is not very comprehensive. It should be based on the principle of adequate disclosure of financial accounting reports. All financial information that has an impact on corporate investors should be disclosed. The place of disclosure must be fixed, the time of disclosure must be timely, the information disclosed must be comprehensive, not only financial information, but also non-financial information; not only quantitative information, but also qualitative information; not only certainty information, but also non-financial information. Also disclose uncertain information. People are the most active factor in production factors and a key factor in the development of an enterprise. Therefore, the human resources status of an enterprise should be disclosed in the financial report.

(2) Shorten the cycle of providing financial reports and improve the timeliness of financial accounting reports. Under the conditions of a market economy, the market changes rapidly, and the more timely the information, the better the effect. For this reason, the timeliness of financial accounting reports has become more and more important. With the popularization of computer technology, most companies have got rid of the era of manual operation in accounting, and their work efficiency has been greatly improved. Therefore, the disclosure time of financial reports should be revised first.

(3) Strengthen the quality of accounting personnel. Most of the financial information materials are provided by accountants. The quality of accountants has an important impact on the quality of financial information. At present, there are a large number of accountants in my country, but the quality of accountants varies, and the quality of accountants is to ensure the quality of information disclosure Important conditions. Therefore, the follow-up education of accountants should be strengthened, targeted education and training should be carried out, and the quality of accountants should be gradually improved. At the same time, the education of accounting professional ethics should be strengthened, and the behavior and motivation of accountants should be restrained by professional ethics and self-discipline, so as to reduce the fraud of accountants. The resulting distortion of accounting information disclosure.

(4) Strengthen the supervision of accounting information disclosure. In order to ensure that accounting information disclosure meets the quality characteristics of relevance and reliability, and to ensure that the accounting information provided by enterprises is true and reliable, necessary measures should be taken to strengthen the supervision of accounting information disclosure.

4.2 Measures for the company to improve its operating conditions

(1) Reasonable use of funds

The rational use of funds requires the company to implement it in daily production, management, operation, and sales. The company’s management must also carefully manage the various gates, links and processes of investment activities, comprehensively analyze and weigh the pros and cons of investment activities, and ensure that the company’s related investment activities are scientific, reasonable and effective. At the same time, try to shorten the payment recovery period, reduce investment risks, coefficients and losses, and gradually improve the quality and efficiency of investment.

(2) Pay attention to the construction of the company's internal financial system

The first is the financial regulation system of investors, which mainly refers to the shareholders' decision-making on which financial matters under when and what state. Generally speaking, due to the concern about the right of residual income, the decision about the company's dividend and allotment plan is one of the main contents of the investor's finances. Then there is the standard system of the operator's finances. Regarding the financial regulations of the board of directors. The financial norms of the board of directors mainly involve two issues: one is the financial authority of the board of directors; the other is the financial constraints and incentive mechanism of the board of directors on the fund managers. Regarding the financial regulations of company operators. The company operator is entrusted by the board of directors to be responsible for daily operation decision-making and management. It is the executive body of the company's major decision-making matters, and at the same time the daily non-significant management matters of the decision-making body. The specific financial authority of the company’s business operators in daily operation and management activities such as financial approval, signing of contracts, and provision of external guarantees, and the financial responsibilities that should be undertaken for the performance of the trustee responsibilities of investors shall be clarified. Finally, there is the standard system of financial manager's finance. The financial manager is entrusted by the company's operators to manage and coordinate the company's daily financial operations. The main contents are as follows: choose the company's financial management mode that suits the characteristics of the company. Clarify the authority and responsibilities of all relevant stakeholders within the company in terms of financial management, and establish a post responsibility system for financial management. Do a good job in the basic work of internal financial management. Establish a sub-management system for internal financial management, including a fund-raising management system, various asset management systems, foreign investment management systems, cost management systems, income and profit distribution systems, financial analysis and financial evaluation systems.

(3) Establish cost management concepts and attach importance to financial analysis

Strengthen the horizontal management of inter-departmental business and establish the concept of large cost management. The horizontal management of inter-departmental business, including market development management, quality cost management, safety cost management, technological innovation management, human resource management, equipment management, logistics support management, etc., does not exist in isolation, but in the past it was rarely related to Financial management is closely linked, such as market development, without too much consideration of corporate resources and management capabilities, too many engineering contracts have been signed, resulting in too many outsourcing projects, management inadequate, or incomplete understanding and grasp of the level of corporate productivity Under the circumstances, the quotation deviates from reality, resulting in congenital losses of the project; the inventory is purchased in economic batches, and the total cost is the lowest; the fixed assets have reached the economic life, they should be updated; after the goods are sold, the payment received is not recovered in time, and the payment However, the tax must be paid, causing the cash expenditure to be out of sync with the income. If you sign an installment contract, this situation will be alleviated, etc. These are all related to big finances. Only harmonious management can maximize the value of the enterprise.

Strengthen financial analysis, establish a financial early warning mechanism, use accounting data to analyze and evaluate, so as to take corresponding measures and prescribe the right medicine. At present, the financial department has started the work of the next accounting cycle after the completion of the preparation of the accounting statements. The financial analysis work has generally not been carried out, and the work in this area should be strengthened in the future. The financial early warning system is based on enterprise informatization, real-time monitoring of potential risks in business management activities. It runs through the entire process of business activities, based on the company’s financial statements, business plans and other relevant financial data, using some management theories, using proportional analysis, mathematical models and other methods to discover the risks that exist in the company, and to Operator warned. It is interdependent and complementary to the financial evaluation system.

(4) Improve the supervision mechanism

Establish and improve a scientific performance appraisal mechanism. There are three important periods in business management, namely the strategic planning period, the leadership tenure, and the project management period. In the past, the appraisal was generally carried out annually, and some short-term behaviors and behaviors of whitewashing statements often appeared. Extending the evaluation period can avoid these behaviors to a certain extent. The evaluation of the company should be based on the strategic planning period; the evaluation of the business operator should introduce the concept of "options", and treat part of the annual salary as a prepayment, and the rest should be booked. , The appraisal period ends, and the liquidation is carried out; for the person in charge of the project, the project operation period is the appraisal period. After the project ends, the credits and debts are cleared, the accrual system and the payment realization system are unified, and the asset inventory and value determination , If the conditions for impairment are met, the impairment provision must be made, and all assets will reach the expected usable state, and then the assessment will be realized; the economic profit (EVA) target will be guided by the establishment and improvement of the assessment system. Economic profit deducts all capital expenses on the basis of accounting profit. It unifies the cash flow method necessary for investment decision-making and the accrual system necessary for performance appraisal. It has attracted more and more attention. The member units proposed by the group company Turning in investment income is precisely this kind of thinking that urges operators to complete their fiduciary responsibilities and monitor the process through information feedback.

(5) Do a good job in staff training

Equipped with chief accountant, set up financial institutions suitable for management, improve the quality of financial personnel and managers, and give full play to the role of chief accountant. Since the establishment of the State-owned Assets Supervision and Administration Commission, the role of the chief accountant (CFO) in business management has received more and more attention. The chief accountant must be in place, put in place, and become a veritable second-in-command in order to give full play to its due role. Groups and member companies, secondary units in the industry training industry, and large engineering projects do not have a chief accountant, financial personnel are not sufficiently involved in management, and the financial management of the grassroots units is the foundation, and the financial management of these units is still very weak and needs to be urgently needed. solve. Set up corresponding financial institutions. The departments that a financial institution should include: Capital Budget Office, Accounting Office, Financial Management Office, Tax Management and Planning Office, Risk Management Office, Cost Management Office, Property Management Office, Asset Management Office, Fund Settlement Center, etc. Improve the quality of financial personnel and managers. Financial personnel should get rid of accounting affairs as soon as possible, persist in learning, understand and master relevant knowledge, develop a view of the overall situation, give full play to their professional advantages, and become advocates and executors of the big financial concept; relevant managers should master financial management aspects Basic knowledge, business processing procedures, and actively participate in the financial management of the enterprise.

(6) Improve the management system

Innovate the operating mechanism, improve the internal environment of financial management, accelerate the process of corporate reform, diversify property rights, improve the corporate governance structure, investor supervision must be in place, and management,

management and asset management must be implemented; establish a sound restraint and incentive mechanism , To prevent the deviation of the operator’s goals, while using the system to solve the problem, it is also necessary to rely on personal credit and ethics to restrain the operator; strengthen the internal control system, improve the relevant supporting systems, enhance the execution of the system, and ensure the continuous and healthy development of the enterprise

CONCLUSION

Financial analysis Through a series of financial analysis information about Dongfeng Motor Company’s financial status, operating status and cash flow, it correctly evaluates the company’s past and current financial status and asset management performance, reasonably determines the bank’s debt repayment ability, and evaluates the company. It also points out the company’s development prospects and risks, and meets the needs of stakeholders to evaluate the company’s current and future development. It is an important basis for evaluating the company. Furthermore, through the use of certain indicators and financial analysis methods, we can explore the causes of changes in the company's financial indicators, and then make corresponding decisions based on their respective analytical purposes.

Therefore, the correct financial analysis of listed companies is not only the basis for the company's management to make financial forecasts and financial plans, so that managers can tap the company's internal potential and improve economic benefits. This article uses the financial information of Dongfeng Motor Company to calculate relevant indicators for comparison, so as to make a simple analysis of the financial status of Dongfeng Motor Company from debt repayment, operation, profit, and growth. On the whole, Dongfeng Motor Company is operating in good condition, strengthened risk management, and is expected to have better development in the future

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THE SUCCESSION OF POLITICAL POWER OF THE MILITARY IN THE THAI POLITICAL CONTEXT

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ABSTRACT

The purpose of this article is to describe the integration and the power of military and military groups. To inherit political power in Thai society It can be seen that the military and the army play a vital role in politics as a political institution that influences political change. Point out that the military concept of succession is a coup. As a result of socialization processes, especially in military academies can be seen from the research of Sarilla Natural Ploy (2001) found that 55.6% of Cadets supported the political crisis with a coup. It is a reflection of the attitude of the military preparation students as the primary institution of the military that will produce students for the Army. The Navy, the Akashic Army and the Police are fostering a military mentality before entering the military academy and leading the future. In addition, 69 percent of the sample group reflected their opposition to the civilians holding the position of Defense Minister. There was frequent interference in power from military groups and armies. Making it impossible to separate the military from politics This makes the military and army groups The military was formed as a group of interests, as evidenced by the integration of political groups and taking up senior positions. As well as the succession of their own power to remain in the political system Whether by means of seizing power Coups or electoral processes By referring to being a democratic process As well as building internal rapport with other interest groups. This can reflect the status of a group of soldiers and the army. It cannot be denied that it is still a problem and obstacle to the development of democracy in Thai society.

Keyword: Coup d'etat, Military roles in Thai politics, Military integration, Democratic development, Political succession

INTRODUCTION

Country development and modernity is important development objective for many developing countries which have adopted principles from country models, such as England, France and the United States. However, these countries had to face political development problems, which was the unsuccessful democracy implementation, due to the great difference in political position between the developed countries and these developing countries (Surachat Bamrungsuk, 2000). As a result, these countries tended to have political intervention groups due to countries' political instability. In other words, the governments of these countries were often interfered and dominated by the authoritarian system with military influence in the way of using weapons as a tool to gain national political power by seizing power from the civilian government. The event often occurred frequently in the same country. The military intervention in politics by the coup undermined the idea that the military was under civilian control, because the military was a part of government official with the duty to protect the country, which must cooperate with an order from the civilian government elected by people, who own the power with values of belief found in a developed society. Military intervention was considerably the most important cause of the lack of the countries' continuity in political developments leading to prosperity. This resulted in these countries having a social and economic backwardness. From the previous political phenomena, it was found that political intervention by armed military coup with weapons from the dissatisfaction of the government had not yet possible to achieve. However, the process must rely on environmental factors, such as political crisis, social crisis, economic crisis and other unsolvable problems that the government was facing. With such problems, there would be an allowed opportunity to take over the power. The promoter group often raised the current experiencing problems as an excuse to uphold righteousness and ask for public support (Pongsin Chitjiravanich, 2008).

It could be seen that the entry of the military power group playing a role in politics was not in accordance with the method of democracy, which was often by seizing power or coup to gain the power of government. However, when considering the facts in various contexts, it was understandable that even though the military seizing power without following the method of democracy, but the action was to secure the democracy of the country not to fall under the communist regime, the opposite direction to democracy. The military only had political power in order to solve and control the immediate problem. However, once the military acquired the political power, it was often more likely to try to gain the power for longer, despite the problems of the country that had not yet been solved within a specific period of time, like issue of military combat, but the forever developments in terms of social, economic and political issues. In addition to being unable to successfully solve the national problems, it would also cause problems for the country in the long run (Kitjabodee Kongbenchapuch, 2018). Such politics and government greatly affected the development of democracy. Allowing the armed forces in many states to have high political power and role and acquaint the use of state power by itself reduced the role and acceptance of civilian government by elections. It was considered as an essential condition for the possible transition of democracy.

In the past of Thai political history, before and after the regime reform in 1932, it could be seen that the military had always played a role in politics and government, and become increasingly involved in politics. Traditionally, Thai governance inherited the leader power through the inheritance of blood lines, before the Khana Ratsadon took over the governmental reform and abolished the succession of such power, with the belief that the real power should be agreed upon by the people, and therefore democratic government had been implemented. It could be seen that the political culture of most Thai people was not yet ready. Democratic politics was a pattern adopted from the Western countries with a basis for public support from people. The form of national governance was introduced by an educated minority with high political awareness. Most of these people were bureaucratic people, especially the military (Kanin Boonsuwan, 1989). Therefore, Thai politics always was under dominance and political interference by the military (Benjapol Prempreeda, 1993). This was an interesting issue to study the background of the entry and power of the army and the military and the succession of political power to remain in society. The objective of this article was to present the roles of military power and politics as a whole, the nature of military integration and political succession, as well as the impact of military integration and political succession on the Thai political system.

The roles of the military and Thai politics

"Thai politics" and "Thai soldiers" belonged to each other. If looking at the political history after the regime change in 1932, it could be seen that no government would survive without military support. Also, there were many times when soldiers became players of the government themselves. The military was a representative of a group of interests closely tied together (Asorapit, 2017). With a political and historical perspective, military and politics were a new phenomenon that occurred after the emergence of the nation state. In general, most people would think that the military and politics are the norm, not only found in Thailand, but it was a worldwide phenomenon, especially in many new democratic countries, where, despite electoral processes and institutions, their democracy itself was still very vulnerable. This could be seen that before there was a change in politics and government, the military in many states had a strong role in public politics, from the power to push and prevent policy decisions and civilian political leaders to the seizure of power and the use of state power for the military itself. Various forms of these political interventions were seen as a key factor preventing the establishment of democracy. Studies of the military and politics in many states found that the military's political role had both positive and negative impact on the effort to establish democracy. The military in some states performed institutional duties leading to democratic transitions, such as the military intervention in Portugal that overthrown the Estado Novo political system in 1974, which was marked as the beginning of the third wave of the democracy development in various areas of the world, etc. (Chalidaporn Songsamphan, 2020).

From such political phenomena, the army and military groups became an important political player to ended the chaos and disorder in society as a peacekeeper in place of democratic political institutions, such as political parties, etc. This reflected the military's role as an indicator causing a state known as Democracy in retreat. The state was found in many countries, which were previously recognized as high-achieving democratic development, continually being downgraded to confidence in the main mechanisms under democracy. It even was found in many countries being in the process of building democracy, when people lacked confidence towards building a complete democracy, taking power and taking over the state as ruler, and establishing various forms of authoritarian politics, such as military dictatorship, or so-called "revolution" or "coup".

However, it could be seen that many countries around the world, especially in Latin America, often had countless of seizure of power by military groups and armies since the 20th century, during the year 1901 to the present. Most of them were countries in Latin America with Bolivia and Paraguay as having the most successful political seizure recorded. However, in the past few decades, most of the countries in the region had lessons learned from military coups, and known that military dictatorships are not the final answer to political problems (Narongkorn Manochanpen, 2021). For Thailand, military intervention and political involvement was easy to be done due to the distinctive features of the military organization with strong unity, certain hierarchical structure of command, and weapons of war in the possession. Thus, it easily succeeded in seizing the power, revolution and coup. After the Black May event leading to the promulgation of the Constitution of the Kingdom of Thailand in 1997, the political role of the military was so silent that the political movement of the military was rarely visible. During this time, there was a 2 continuous periods of elected political party later formed by governmental with huge votes named Thai Rak Thai party led by Thaksin Shinawatra, which was considered to represent the business side rather than the civil servants. Although, it was later known that Thai politics had resumed in the cycle of military power again (Chalidaporn Songsamphan, 2020).

To describe the true roles and duties of soldiers and armed forces, it could be described using the concept of relations between civilians and soldiers. The model of relations of civil-military relation in each country was clearly different. In many countries, especially developed countries, the military was under civilian control. Meanwhile, in many developing countries in Asia, Africa and the Middle East, soldiers and armies played an important role, resulting in frequent and persistent political intervention by the military as the political backdrop. It was the result of an ancient power group, which military was also a powerful institution, who played a major role in political change. Because society recognized the military as a defender of the country from war and colonial aggression at the time, the military acquired a good image in the eyes of society, especially for the fight against the expansion of communism during the cold war, which partly encouraged the military strength with high nationalism, and finally it became the era of the military as a great and powerful political side. In addition, the military was an institution that stands out for its capacity, utilization and organization of power within a strong organization that distinguished it from other social organizations or institutions, whether its centralized command, hierarchical discipline, strong unity with independence and self-reliance. For example, in Southeast Asian countries, where the military force often had a predominant feature in the establishment of an authoritarian system. Political intervention was often not a matter of an individual or a group. It was a matter of an organization or an institution, including characteristics related to the historical and political background at the state power structure, and cultural background of each country, as well as discourses on stability, institutional protection and reconciliation of the people of the nation. As a result, there were frequent political interventions by the militaries and armies that they had been existed in the current governmental politics (Attapon Muangming and Siwach Sriphokangkul, 2017).

It could be seen that the civil-military relation was an important issue to the study the democratic development, which often fell under the concept of western democracy that was a complete and stable democracy. The term of civil-military relations referred to a complex relationship between a civil society and a military organization, or a democratically elected civilian government leader and a military leader. The study on the civil-military roles and relationships was often described as a Civilian Control of Military and Military Professionalism (Attapon Muangming and Siwach Sri[hokangkul, 2017). For explaining the roles and responsibilities of Military Professionalism, Huntington (1957) indicated it through the book "The Soldier and The State" that building military professionalism is separating the military from politics to make it politically neutral (Morris Janowitz, 1960). There was a consistent view that making the military understand civilian politics and impact on civilian politics from the military responsibilities. At the same time, civilians concerned a creation of military professionalism with the right support would prevent the military from taking part in politics and aiming to develop themselves into a professional military instead.

However, in terms of Thai political context, the military group had always played a role in politics, directly and indirectly. Although during a period of time, the military had reduced its political role, such as the Black May incident. Having a constitution version of 1997 that allowed people to participate in politics, political parties had strengthened economic and technological prosperity, as well as development of democracy around the world. However, the coup in 2006 stressed Thai society that the armies and military groups still continued to remained their roles on politics without lessening at all. After 2006, it could be seen that the constitution version of 2007 and 2017 imposed similar military duties about the preservation of the monarchy, independence, sovereignty, and territorial integration throughout Thailand to protect the interests of the nation, state security and public order. The state must provide necessary and sufficient military forces, weapons, equipment and modern technologies to protect the independence, sovereignty, security of the state, the monarchy, the democratic regime of the King as the head of state, and for the development of the country. Therefore, the military was responsible for the preservation of autonomy, state security, the monarchy, national interests under a democratic regime of government with the King as Head of State, with another important duty for the development of the country. The Royal Thai Army was a government department directly reported up to the Supreme Command Headquarters under the Royal Decree to divide government agencies and determine the duties of the Royal Thai Army, Ministry of Defense in 2008. Although, the Constitution did not specify any political duty of the military, but until now, the military had been in active political role at all time. The political participation of the military would be in the form of a working group, relying on kinship, seniority, common benefits or by any factor. Military involvement in politics affected the administration of a country as an important factor in the direction of the national administration. From the mentioned military roles, the military had a distinctive character and political strength. Chaianan Samutravanich (1982) added that the military professionalism is also the leading cause of the military idea that “They are civil servants. Not a government servant.” Because of this, the military believed in their own ideas to determine the nation's interests, not government benefit, and determined when to take a revolution for the interests of the country.

Military integration and political succession

The process of military political succession could be regarded as a succession of political power. From the coming of the military leaders for political change in Thai government in 1932, when the constitution was drafted, the constitutional government was appointed as a legitimate to control military force in a partnership style in the social context at that time when people were not yet stable and lacked of understanding in democracy. This made the military become a leading role in the country ever since from the joined forces to establish power for a long time since the reign of King Rama V. Despite the attempt to introduce democracy, the Thai context was still not ready. There were the concepts of integration and emphasis on the army and military systems through the establishment of the Royal Chulachomklao Royal Military Academy as a tertiary military education institution that had been directly affiliated with the Army since 1887. The educational institution cultivated young men, as so-called as cadets, to be gentlemen, warriors, developers, as well as being leaders who adhere to the ideology, honoring the nation, religion and the king, commit to develop the army and truly dedicate themselves to being professional soldiers. This turned to be an image and social values towards cadets, which defined as being a soldier is a profession of honor, dignity and respect, that people can always rely on them (Office of the Public Sector Development Commission, 2016). Being educated with a culture of patriotism, religion and monarchy with the idea of sacrifice, leadership, etc., from the institute, conveying ideologies and concepts from teachers to students, from seniors to juniors, generated the identity of each person. The education process generated a group of like-minded people to form a group to drive political action.

It could be seen that, previously, there were groups of high-ranking military officers who graduated from the Royal Cadet Institute who played a political role as follows (Wanwichit Bunprong, 2013). 1) Jor Por Ror 5 Group with group members, including Lieutenant General Suchinda Kraprayoon, Lieutenant General Isarapong Nhunpakdi, Air Marshal Kaset Rojananil and Vice Admiral Praphat Kritsanajan. This group of soldiers was the key leaders in the coup of the government of General Chatchai Choonhawan on 23rd February 1991, on behalf of the National Council for Peace and Order or Ror Sor Chor. Later, General Suchinda Kraprayoon, the commander-in-chief and the supreme commander, as the Vice President of the National Council for Peace and Order, had stepped up as a Prime Minister, causing people to dissatisfy and the Black May incidence occurred in a later time. At present, the Jor Por Ror 5 military officers had ended their political roles after the incident. 2) Jor Por Ror 7 or Young Turk Group, was a group of young military officers who played an important role in the government of General Kriengsak Chamanan during 1977-1980, and supported General Prem Tinsulanonda to take the position of Prime Minister at a later time. The group members included Major General Manoonkrit Rupkhachorn, former Senate President and former House of Representatives of the Democratic Party, General Phanlop Pinmanee, former Deputy Director of the Internal Security Operations Command (ISOC), Colonel Prajak Sawangjit, as well as Major General Chumlong Srimueang, former governor of Bangkok and the leader of the Peoples Alliance for Democracy, etc. This group tried 2 coups, but failed both times, including the April Hawaiian rebellion in 1981 and the rebellion in 9th September in 1985. At that time, many people had positions of manpower control, and many of them had gone through major wars, such as the Korean War, the Vietnam War and the Secret War. 3) The Military Preparatory 10 Group (the 10th generation of Military Preparatory School), which was the same generation as Mr. Thaksin Shinawatra, the 23rd former Prime Minister of Thailand, with other prominent members, such as General Anupong Phaochinda, former Commander of the Army Commander and the current Minister of Interior, General Prin Suwanthat, former Deputy Minister of Transport, Air Marshal Sukumpon Suwanathat, former Minister of Defense, General Songkitti Chakkabat, former Supreme Commander, Admiral Kamthorn Pumhiran, former Naval Commander, General Tairong Intorntat, Advisor to Prime Minister, General Sanit Prommas, Director of the Royal Thai Army Sports Development Center and Former Commander of the 2nd Royal Cavalry Brigade Guard, General Pirun Paeponsong, Former Chief of Army Staff, General Pornchai Kranlert, Assistant Army Commander, etc. 4) Wong Thewan Group was the name of the army soldiers serving in the 1st Royal Infantry Regiment Guard and the 1st Royal Guard, which was a military unit based in Bangkok, and considered to play a huge role in national security. In the past, they often held a monopoly on the highest army position that is Commander-in-chief of the army, and played a role in coups. The well-known military officers identified as being in this group included General Paiboon Khumchai, General Kampanat Ruddit, General Apirat Kongsompong, and his son, General Sunthorn Kongsompong, etc. 5) Burapha Phayak Group - It was originally the nickname of the 2nd Royal Infantry Regiment Guard whose the unit symbol had the word "Burapha Phayak" under the image of a tiger and a sword. The commander of the Burapha Forces was responsible for the entire eastern border, when at that time, there was a very serious conflict with Cambodia. Burapha Phayak Warriors fought fiercely to protect national sovereignty. The unforgettable battle of the Burapha Phayak fighters was the Battle of Ban Non Mak Mun in 1980. Later, the unit was expanded, and included as a group of army soldiers serving in the 2nd Royal Infantry Guard Division, and became an important force for the coups in 2006 and 2014 in Thailand. The key group members who were frequently mentioned by mass media during the political conflict to the coup in 2014 included General Prayut Chan-o-cha, General Anupong Phaochinda and General Prawit Wongsuwan, current Deputy Prime Minister and Minister of Defense. This is a group of military power that has been transformed from the Wong Thewan Group.

From the phenomenon in which the military had a political role, and turned into a political institution that interfered with the administration of the country, in addition to the concept of civilian-military relations, the concept of political succession was another concept that could be used to describe such event. It was well known that politics is about the study of defining and making contributions to power. Power was both the goal and methods mankind seeks to influence decisions and enforce them accordingly. Power was all about controlling a person, group or many people by one or more persons. Power often referred to monopoly on the use of compulsory methods (Thawatchai Kritiyapichatakul, 1997). To conclude, power was the effect of coercion, inducing others or parts of society in political terms, economic terms, social terms, community and group to operate in a desired way. In the political terms, power was an integral part of the political phenomenon. Heller (1950) (quoted in Pich Pongsawat, 2017) said that political power is a gathering of social power as a power that is destined to coordinate human activities in establishing rules and principles with organizations operating under the them. In addition, political power might referred to all duties, including influence, pressure, domination, which was used to influence or prevent any action as desired by the person holding the power. However, when it came to political power in general, it was often used to describe the beginning of the power of politicians. There were patterns and processes that could be divided into several methods according to the situation, environment and ability of each person as follows (Pitch Pongsawat, 2017).

1) The inheritance method was a common method that had been common since ancient times. It was probably the most accepted method. For example, the succession of the king, succession of the chieftain, succession of the head of the family or family leader, succession of the heir, succession of the business owner, etc.

2) The appointment method was one of the common ways, which qualified and recognized persons in society or organization held the power to appoint a leader or a person with the supreme power of society. Granting power this way usually occurred when a former ruler had not heir to inherit the power. This method should have existed since ancient times as appeared in fairy tales, history and legends .For example, from the death of the king without a heir, all the palace emissary performed fortune telling to find and appoint a benefactor as the next king. Another example was the appointment of Winston Churchill as British Prime Minister during the Second War to lead Britain against Hitler, who claimed power over European countries. The United States Constitution determined that, when the President died, the Vice President could automatically be replaced the position.

3) The domination method was a way to gain power by using one's influence or power to direct and dominate others who are in the lead or who they choose as a representative. The dominant one held the actual power, while the dominated one only act by order. Such domination of power had a psychological effect on people in society, which might be applied to other methods of gaining political power.

4) The election method was accepted as being the fairest method today (regardless of fair or unfair intention). It was an opportunity for members of society to express the intention of who is their leader, in order to implement the power for social organization for the benefit of all. This method was generally known as "democracy", in which everyone used their power to elect a leader or representative to implement that power for everyone in the management of an organization.

5) The seizure method of occupation was one of the most commonly used by leaders to resolve conflicts in human history. In countries ruled by the monarchy, this method was taking over the power of the crown from the previous king, and making himself a king instead, followed by eliminating the people of the previous king in order to prevent revenge. In modern times, it was known as coup, revolution, or any similar approach, even in democratic societies, which led to the governance of dictatorship and monopoly of political power.

It could be seen that the process of gaining power, especially political power, could be applied in every society, western and eastern. When acquired the power, one tended to want to have more power and influence, and had to maintain those powers as long as possible. For the democracy, the power was not permanent. It always needed to change and compete for the sake of contention all the time. We would find that the succession of military power in Thai politics was a succession of military dictatorship in the state of democracy. The seizure of power to administer the country showed the 5 forms of attempt to inherit political power by using power through the parliamentary system to organize elections or approve various law drafts, attempting for domination or propaganda through communication, building social values, temporary acting on behalf and arranging for successors, such as recruiting outsiders as a prime minister or government officials to extended political period. We could see this form of political succession as a cycle of seizing, maintaining and degrading of the power.

In addition, the military group had become a group with interest in the political system. The concept of political interest group and internal rapprochement with common interest groups could be used to explain and study the patterns of internal networks. (Boonprong, 2000). There were the support to achieve important positions in the army, the patronage system granting colonel officers the positions and power of battalion commander and department commander, the consolidation for political interests, and the kinship relationship found in various families, such as "Na Ayudhya", "Kranlert", "Suwannatat", "Attanan", "Noonphakdee" or "Kongsompong", General Paiboon Khumchaya, General Kampana Thudit, General Apirat Kongsompong, the son of General Sunthorn Kongsompong, etc. (Wassana Nanuam, 2010). This was similar to building political power of politicians by generation from the same institution, the chain of command and the patron-client system. The problem of power succession of military groups was very importance. Many coups might not be caused by inefficient administration of the country, or disharmony in society, but the cause might be a matter of power succession. Succession of power was related to the construction of political networks and political alliances. Some of them were linked to the issue of legitimacy of the political and administrative regime, which became a very important factor in the development of Thai democracy.

The impact of military integration and political succession on Thai political system

Underdeveloped and developing countries often had problems of stabilizing political stability for government and democratic development. This was a difficult problem to solve in terms of politics, economy and society, because of the fact that the military had taken a political role through the use of power in a country with a lack of political institutions, counterbalance roles or power of military organizations (Mirris Janowitz, 1964), with the transition to democracy in the developing country. The clear example was Latin-American countries, which showed frequent military intervention by the military through coup. The cases of Peru and Venezuela were prime examples of the failure of old political structure, especially the deterioration of the political party system, as a result of the division within political parties that caused boredom and distrust of the people with political parties. Many people became floating voters not to support a particular political party, causing electoral volatility. Meanwhile, there were opportunities for new generation of leaders to perform neo-populist and anti-system discourse, as well as took advantage of public dissatisfaction towards the original political system for gaining their political popularity, such as the case of Hugo Chavez, who was elected as a president of Peru and the case of Alberto Fujimori in Venezuela.

Similarly for Asian countries. Thailand was regarded as a country with the change of government in 1932 that caused a gap in political power or power vacuum. Military institutions were created as a political institution, and developed a lot in the organization. It had stronger solidarity than any other institutions, such as political parties or governments. The dissatisfaction and disappointment of most people in society towards democracy, political parties and parliament, resulted in a state of disenchantment towards the traditional mechanism of democratic representation. Academically, this situation was called a "Democratic deficit" state. People would begin to realize that democratic governments cannot response to their needs as well as their expectations, resulting in the decreased level of commitment to democracy. With this state, people in society might look for and accept alternative political regimes, such as authoritarian regimes. When there was a problem of political instability or political crisis, the military inevitably played a role by intervening in the political gaps by claiming to maintain political stability, so-called a coup. As a result of this phenomenon, Chai-anan Samuthavanich described it as a traditional Thai political system called "The Sinister Circuit"

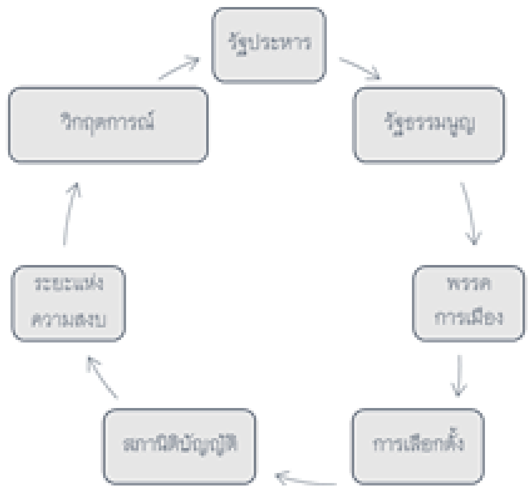

Figure 1 The Sinister Circuit (Chai-anan Samuthavanich, 1987)

For the change in the government of Thailand, since 1932 from the absolute monarchy to a democratic regime with the King as the head of state, Thailand had 13 coups and has 18 constitutional changes. Changes in Thai politics were characterized by a continuous cycle. After the constitution was announced, there would be a movement of political parties, an election and a formation of parliamentary government. Then, there would be a political crisis that caused a coup. The constitution was abolished to allow a new constitution to be drafted. This kind of political change had been repeated. As a result, Thai politics continued to circulate in such a never ending way. There was also an impact from the military formation characterized by a political interest group with various forms of relationships, such as kinship or family, generation of the same institution, the chain of command, etc. It could be seen that the group of military officers and the political role of Burapha Phayak military officer group had grown as planned accordingly. Establishing a patron-client system relationship aligned with the middle level officers and the group of young officers who waited for the time to grow as an important position in the future, which all impacted the long-term maintaining of the group's power.

It could be seen that the impact of military integration and political inheritance on Thai political system was not caused by the factors of the military and the army alone. There were other factors allowing military groups to continue to play a role in Thai politics, regardless of the political culture of Thai society with the idea that believe the military to be capable of solving political conflicts that arise. It was believed that military intervention might be the only solution overthrow the dictatorship, and generate appropriate conditions for the transition to the successful and continuous democracy (Sanchai Ajalanon, 2013). In terms of the instability of political institutions, such as the weakening of government political institutions and political parties, the lack of certain intention and responsibilities of politicians, caused people to be adversely affected, resulting in people demanding, resisting or pressuring against the government in various ways. For example, economic conditions, unrest political and social situations in the country, political conflicts, disharmony among the people, problems of corruption, integration and rally to pressure the government's solution, chaotic situation (Wachirawat Ngamlamom, 2016).

Coup in the present world of democracy, not only in Thailand, was not an impossible political changes outside the constitutional rules. Interestingly, many military coups in third-world democratic states were supported and justified by the peoples who own sovereignty of people in the states. Also, the monarchy, a structure that remained since feudal times, could be referred to and used as an excuse for a military coup to protect the institution. As a result, the impact could reflect the status of a group of soldiers and the army undeniably of being a problem and obstacle to the development of democracy in Thai society. To enable and achieve the democratic approach in Thai society, military groups and armies must be an organization under the control of the government. This required reorganization of civilian-military relations, possibly by reforming the military, reducing the power of the military, making the military a functional career to prevent the military interference, revolution and coup from happening in the future. The military must not engage in civilian politics, as it was the duty of the civilian government to administer the country as found in developed countries, such as the United States or Japan. There should also be a political culture of society that was conducive to democratic development by strengthening democratic political culture for people at all levels. This was a relatively difficult and time consuming process, but it would lead to the creation of a democratic political system in accordance with the universal accepted approach by many civilized countries as a democracy for public participation in politics widely, the ultimate goal of the democracy of Thai society in the future.

CONCLUSION

In the political transition of developing countries, not only Thai politics, military groups often intervened in politics with coup as the use of force to change government leaders without changing the regime, but with a governance by forming a military dictatorship government. The type of military coup could be classified according to the concept of Huntington (Yodchai Chutikamo, 2007) into breakthrough coups, veto coups and guardian coups that was the most commonly used way in developing countries. This classification of coup was considered from the structure of the elite and the formation of social forces and new classes to share power and change the management to a new state power, leading to subsequently drafted and promulgated constitution. Later, there was an election and a government formation, before there was a crisis in the politician conflict, forcing the military to implement another coup and being ruled by the military in an endless circle. This kind of governance was a form of authoritarian rule known as oligarchy, which was the governance by one group of people. This group of people would have the real authority and power to rule the country in a monopolized manner by one group, such as a revolutionary party or a military group, which could be viewed as a form of political succession. With an analysis, the factor of maintaining the power might be the characteristics of the military groups, political unrest, political conflict, including the political culture of Thai society that was not completely ready for democracy. It could be seen that studying military and army integration as a group of interest had more negative impact on the political system than positive impact. In particular, in Thai society, the social factors that contribute to the deterioration of political institutions was an important condition. Huntington said in "The Soldier and the State" work that society with a lot of backwardness would strengthen the role of the progressive military in that society. However, more advanced society would result in more reactive and conservative way of military's roles” (Suphamitr Pitiphat, 2019)

Therefore, the military's concept of power succession by a coup was a result of socialization processes, especially in military institutions. According to the research of Sarilla Ploysithamachart (2001), found that 55.6% of military preparation students supported the political crisis with a coup. It reflected the attitude of the military preparation students as the primary military institution that would produce students for the army forces, navy forces, air forces and police. It was a cultivation of military thinking before entering the army officer academy, and taking a leading position in the future. In addition, 69 percent of the samples reflected their opposition of civilians being the Minister of Defense.

According to the analysis of the study, the researcher saw that military and army groups should have to rethink their role in politics without intervention in politics when the country faced with problems, grouped and maintained their status as a vested interest group and construct political advocacy and support the approach of democracy. There must be a conceptual framework for civilian-military relation that focused on civilian control with the respect for the rules of the elections. This was an extremely important issue for a strong democracy with stability. It was a challenge for Thai military leader about operation of military groups in Thai politics, roles of the military groups in the nation's future political crisis.

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RESEARCH ON THE INFLUENCING FACTORS OF ENTREPRENEURIAL ACTIVITIES BASED ON THE THEORY OF PLANNED BEHAVIOR

BAORUI WANG

ABSTRACT

Entrepreneurial decision-making behavior of entrepreneurs runs through the whole entrepreneurial process, and various factors that affect entrepreneurs' decision-making have been hot topics in academic circles. Nowadays, entrepreneurship has been regarded as an important measure to change the local economic situation all over the world. In this context, this study takes the entrepreneurial intention of entrepreneurs as the starting point, introduces the theory of planned behavior, starting from the three dimensions of entrepreneurial attitude, entrepreneurial norms and perceived entrepreneurial control, and adds the relevant concepts of social support theory as control variables. This paper establishes a structural equation model with the above variables, and then puts forward six hypotheses about the correlation between these variables, trying to verify the hypothesis through quantitative analysis. Finally, the relevant data were collected by questionnaire, and analyzed by SPSSS and Amos. The results show that entrepreneurial attitude, entrepreneurial norms and perceived entrepreneurial control have a positive impact on entrepreneurial intention, and social support, a controllable variable, also plays a significant moderating role.

Keyword: Entrepreneurship; theory of planned behavior; social support

INTRODUCTION

1.1 Research background

Entrepreneurship is a way to get rid of regional economic difficulties. It is a social undertaking that is more promising than providing jobs, more benefits and ineffective government expenditures (Steve Mariotti, NFTE-Founder of the National Entrepreneurship Training Fund in the United States). More and more people of insight have realized that under the conditions of a market economy, as the world's largest developing country, China, the fundamental way out for building a harmonious society lies in full employment. The most effective way to achieve full employment is to promote scientific entrepreneurship. In order to help people carry out scientific entrepreneurship, the law of entrepreneurship must be studied. The outstanding feature of entrepreneurship is practicality. The purpose of entrepreneurship research is to summarize the laws of entrepreneurship and guide entrepreneurship practice. Dialectical materialism tells this article that although there are basic entrepreneurial laws, there are no widely applicable entrepreneurial laws that can be used to guide various entrepreneurial practices.

1.2 Problem statement

The 2014 Global Entrepreneurship Monitor (GEM: Global Entrepreneurship Monitor) (Singer, Amoros and Moska, 2015) report not only shows the active exploration of various countries in the field of entrepreneurship, but also reflects a phenomenon, that is, developed countries and underdeveloped countries. There is a significant difference in the entrepreneurial rate in developed countries. Related researchers usually use TEA (Total Entrepreneurship

Activity) to measure the entrepreneurial rate, which refers to the proportion (%) of business owners aged 18-64 who are no more than 42 months old. The report shows that in 2014, China’s TEA was about 20%, indicating that 20 out of 100 Chinese chose to start their own businesses. Among less developed countries, Cameroon’s TEA was 37.4%, Uganda’s TEA was 35.5%, and Angola’s TEA was 37.4%. Among developed countries, the TEA in the United States is 13.8%, the TEA in Japan is 13%, and the TEA in the EU is only 7.8%.

This phenomenon has attracted the attention of researchers in various fields. The key points of the discussion are: first, why people in underdeveloped areas are more inclined to start their own businesses and what are their motivations; second, entrepreneurial groups have more entrepreneurial activities Is it affected by internal factors or external factors; third, what factors will directly or indirectly influence the entrepreneurial activities of this group.

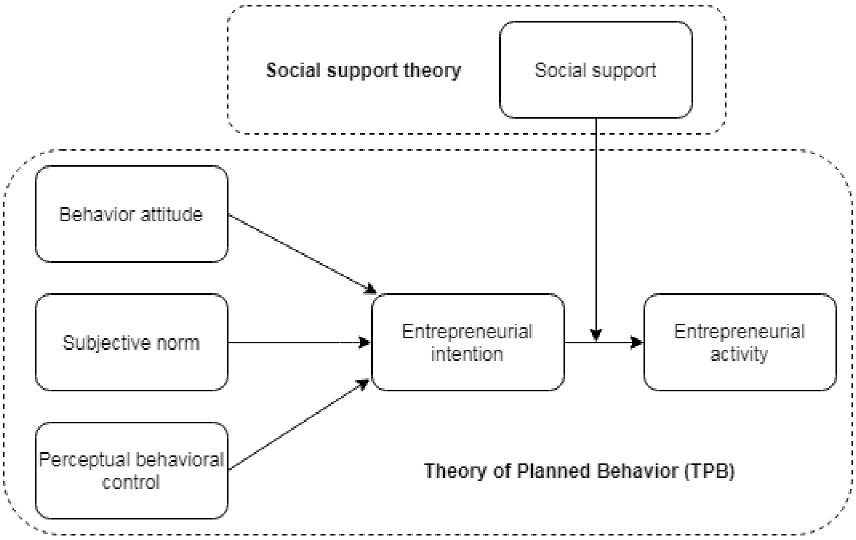
1.3 Research purpose

The research purpose of this research is derived from the three questions listed above, and these three questions have certain relevance in themselves. Therefore, the author will try to use the structural equation model method to link the various elements, and introduce the theory of planned behavior for analysis, which will take into account the external factors that may affect the entrepreneur as an intermediary variable. It is hoped that China, a developing country, will be used as the research scope and through systematic quantitative analysis to achieve the following goals: (1) Understand the proportion of entrepreneurs of different age groups; (2) Analyze entrepreneurial motivations of entrepreneurs; (3) Entrepreneurship What factors are usually affected by the group, and whether these influences are dominated by external factors or internal factors; (4) What is the weight of these influencing factors on the entrepreneurial group?

1.4 Theoretical framework

This study mainly uses the theory of planned behavior, and takes the related theories of social support as an intermediary variable. As can be seen from Figure 1.5-1, the upper dashed box in the figure is the social support theory, and the lower dashed box is the theory of planned behavior. The specific explanation of the two theories will be expanded in the next chapter.

Figure 1.5-1



Source: author's summary

LITERATURE REVIEW

2.1 Basic theory

The main theoretical basis of this research is the theory of planned behavior. In addition, social support theory is also used when introducing intermediary variables. Now these two theories are briefly introduced.

2.1.1 Theory of Planned Behavior

American psychologists M. Fishbein and I. Ajzen proposed the Rational Behavior Theory (TRA), which focuses on the impact of cognitive elements on individual health, morality, and other related behaviors, and analyzes their effects on process transformation. This theory mentions attitudes, subjective norms and other elements, and in this theory, subjective norms and attitudes play a leading role. For an individual, the individual's behavioral intention changes their behavior. Based on this theory, Ajzen (1991) added this new element-the sense of behavior control (perceived; behavior; control, PBC), which constitutes the theory of planned behavior (TPB).

The biggest difference between the planned behavior theory (TPB) and the rational behavior theory (TRA) is that the planned behavior theory overcomes the limitation that the rational behavior theory cannot reasonably explain the behavior that is not completely controlled by the will, and will represent the behavior control perception of other irrational factors (PBC (perceived control belief) variables are added to the original theoretical framework to form TPB. Therefore, when analyzing behavioral intentions and actual behaviors, the theory of planned behavior is not only affected by "attitude" and "subjective norms", but also by "perception of behavior control". The research framework of this theory is shown in the figure below:

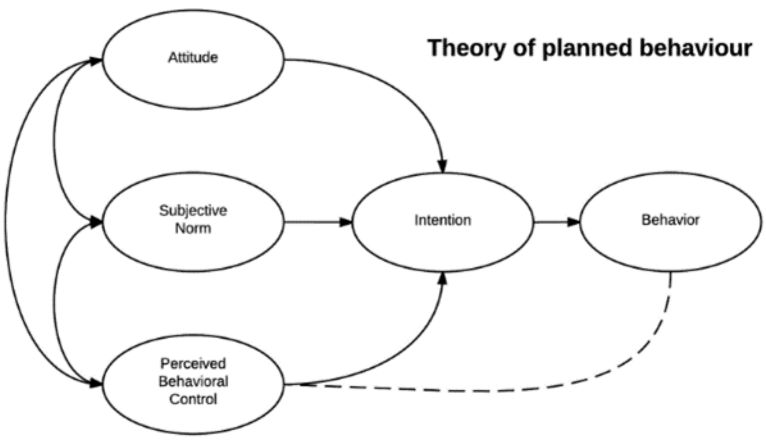


Figure 2.1.1-1 Theory of planned behavior
Source: (Ajzen, 1991)

2.1.2 Social support theory

The concept of social support was proposed in the 1960s, and there is no unified definition yet. Cobb (1976) believes that social support consists of three aspects of information, which are to make individuals believe that they are cared for and loved, that they are respected and valuable, that they belong to a common information network, and that they bear each other in this network. responsibility. Jiang Ganjin (2004) believes that social support refers to the material and spiritual help that individuals receive from various aspects of society, including family, relatives, friends, colleagues and other social people and organizations, families, labor unions and other associations. Zhou Lingang (2005) and others believe that from the perspective of social support system, it can be divided into three aspects: the recipients of social support, the donors, and the content and methods of social support. The recipient is any individual in the society, and It can be a disadvantaged group in society; the donor is the country, society, or association, or family, friends, and colleagues; the content and methods include many aspects, such as emotions, materials, and information.

2.2 Main documents

Entrepreneurship has decades of research history. In the decades of research and development, the research level has experienced the evolution from the macro level to the micro level, and from the individual level to the organizational level. Early entrepreneurial scholars paid more attention to the study of individual entrepreneurs' personality traits, demographic characteristics and entrepreneurial behavior (Schumpeter, 1942; Cole, 1946; Collins and Moore, 1970). Therefore, in the early stage of entrepreneurship research, entrepreneurship is defined from the perspective of individual entrepreneurs. Therefore, past related research on entrepreneurial orientation emphasized the role of entrepreneurs, and emphasized the innovativeness, risk-taking, and ambition of the founders (eg, Miller and Friesen, 1982). For example, Covin and Slevin (1988) verified the entrepreneurial orientation of managers In relation to performance, its investigation found that in the organic structure (Organical) organization, the entrepreneurial orientation of senior managers has a positive impact on performance, but in the mechanical structure (Mechanistical) organization it has a negative effect. However, the research of entrepreneurial orientation on the individual level has gradually been questioned and challenged by other scholars. The reason is that the research on entrepreneurs at the individual level has few and non-focused research on entrepreneurs and entrepreneurship (Gartner, 1988; Bull and Willard, 1993), because it is based on the complexity of people, different situations, There is no typical image of an entrepreneur due to the effects of luck, coincidence, timing and other factors (Slevin and Covin, 1990), which also makes many studies trying to develop a typical image of an entrepreneur to no avail (Low and Mac Millan). , 1988). In view of the obstacles brought about by entrepreneurial research at the individual level, more and more scholars have shifted the focus of entrepreneurial research from the individual level to the enterprise level. With the continuous deepening of corporate entrepreneurship research, scholars have introduced the concept of entrepreneurial orientation, and entrepreneurial orientation at the enterprise level can be effectively measured. Therefore, entrepreneurial orientation has gradually become the core research direction in the field of corporate entrepreneurship. It should be noted that the entrepreneurial orientation at the enterprise level is not limited to describing start-ups or small and medium-sized enterprises (Naman and Slevin 1993). In mature large enterprises, entrepreneurial orientation can also be seen. Stopford and Baned-Fuller (1994) divided the research level of entrepreneurial orientation into: entrepreneurial orientation at the individual level; entrepreneurial orientation at the organizational level; and entrepreneurial orientation at the industrial level. It is believed that no matter at which level the entrepreneurial orientation occurs, it will have a diffusion effect: that is, the individual entrepreneurial orientation will eventually be transmitted to the entire industry level, and through the destruction of industrial rules, it will cause the industrial imbalance (Inequilibrium) referred to by Schumpeter (1934). , Which led to the industrial revolution.

In previous studies on TPB exercise intention and behavior gap (intention-behaviourgap), there are two ways to improve the predictive power of exercise intention on exercise behavior. One is to add new variables between the two, and the other is to integrate various models. , I hope to improve the degree of estimation and interpretation of exercise behavior. In recent years, the above two methods have been recognized by some personnel. In the meantime, more researches choose to add new variables between the two elements. Feng Yujuan and Mao Zhixiong (2014) introduced a new variable-self-determination motivation based on the original TPB model, to examine the new contribution of self-determination motivation to TPB theory; Lauren A. Monds et al. (2016) introduced five personality traits (extraversion, conscientiousness, neuroticism, agreeableness, and openness) into the original TPB model, aiming to explore whether it can improve the degree of prediction of intention and behavior; Yan Chunhui (2017)) Based on the TPB model, plans and emotional experiences (positive happiness, psychological distress, fatigue) are introduced to explore the factors that affect ordinary college students' exercise intentions and behaviors. There are many other studies of this kind, so I won't list them all.

In summary, the author drew the relevant concepts and definitions of entrepreneurship from the relevant discussions of previous researchers. Based on this, I plan to analyze the relevant activities of entrepreneurial groups. Since the content of the planned behavior theory is highly consistent with the goals I seek, it is used as the main research theory. Finally, according to the summary of the current frontier research on the theory of planned behavior, this research decided to add new variables for analysis, which is to add social support theory.

RESEARCH METHODOLOGY

3.1 Research design

This article mainly adopts the research method of quantitative analysis, organizes the scale through literature analysis, and then summarizes the scale into questionnaires. The data collection mainly comes from the issuance of the questionnaire and the post-processing. Since the questionnaire uses a maturity scale, there is no pre-test section designed. Then through the analysis of the collected questionnaires, the research hypothesis is verified, and relevant suggestions or countermeasures are put forward.

3.2 Questionnaire design

The questionnaire of this study is divided into four parts in total: The first part is the introduction to the survey, which is the guide letter. First, thank you to the participants of the survey, and then roughly introduce the background, purpose and feedback method of the survey; the second part is Master the basic information of the surveyed person, including "gender", "age", "educational background", etc.; the third part is specific questions, which include "attitude", "subjective norms", "perceived behavior control", and "entrepreneurship". There are 4 measurement items for "intention" each, totaling 16 items. These items are all taken from the research of Li Bin et al. (2020);

The measurement of social support is divided into two dimensions: family support and friend support. Family support includes 5 question items, friend support includes 8 question items, and a total of 13 question items. These question items come from Chen Zhizhong (2007). Related research. The scale for measuring the variable of entrepreneurial decision-making mainly comes from the related research of Chen Mingliang (2009), which contains three question items. In summary, the third part of the questionnaire has a total of 32 question items. The fourth part is thanks and concluding remarks.

3.3 Sampling plan

The sample area for this study is limited to China, and the sample objects are entrepreneurs aged 18-64. The questionnaire will be sent via email, WeChat, and questionnaire star. The sample size, the value is obtained by the following calculation formula,

$$n=N/(1+N*E^2)$$

In this formula, n is the sample size, and N is the total sample size. Because the research is random sampling in 2000 entrepreneurial projects, N is set to 2000, and E is the sampling error range. When determining the sample size, the smaller the sampling error range, the better. In this study, combined with the actual situation, it is assumed that the sampling error is 5%, that is, the maximum acceptable error range of E is 5% (Yamane, 1967). The formula calculates that the sample size n is approximately equal to 392, that is, the sample size of this survey should be at least 392.

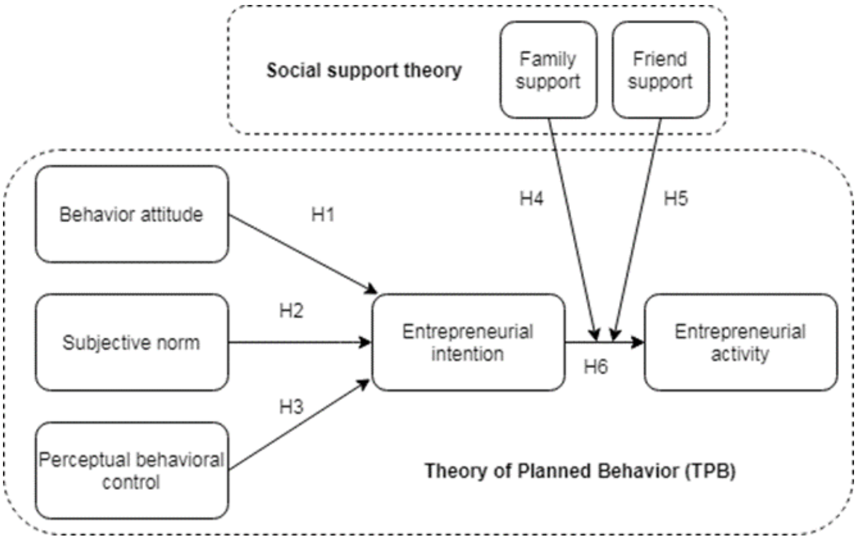
3.4 Data analysis methods

The recovered data was analyzed using SPSS19 for exploratory factor analysis. Since the maximum likelihood method is widely used in SEM estimation and analysis, the sample must be multivariate normal distribution and obtained by simple random sampling (Huang Fangming, 2005), so before using AMOS21.0 for structural equation model construction, it is necessary to use variables Skewness and Kurtosis are used to test whether the sample meets the multivariate normality assumption. According to the research conclusion of Kline (1998), when the absolute value of skewness is less than or equal to 3 and the absolute value of kurtosis is less than or equal to 10, the observed variable is considered to obey a normal distribution (Kline, 1998). If the data meets the requirements of the normal distribution, the next step of confirmatory factor analysis (Confirmatory Factor Analysis, CFA) is performed. This article will use software analysis to obtain factor loading, average extraction variance (Average Variance Extracted, AVE), and composite validity (Composite Reliability, CR) test convergence validity, which requires standardized factor loading greater than 0.5 (Ho, 2006), CR and AVE were greater than 0.7 and 0.5 (Hair, 1997), in addition to the discriminate validity (Discriminate Dalidity) test. Correlation coefficient between latent variables, and use it to test whether the hypothesis of the study is true.

3.5 Research hypothesis

Based on the theoretical framework in 1.5 above, combined with a summary of related literature, this article draws the following research hypothesis:

Figure 3.5-1



Source: author's summary

There is a slight difference between the theoretical framework of Figure 3.5-1 and Section 1.5 of the article. According to the relevant research of Chen Zhizhong (2007), the original "social support" variable is further expanded to form "family support" and "friends" respectively. Support the two intermediary variables. In addition, the figure also marked the 6 hypotheses studied, namely:

H1: There is a significant positive correlation between behavior attitude and entrepreneurial intention

H2: There is a significant positive correlation between entrepreneurial norms and entrepreneurial intentions

H3: There is a significant positive correlation between perceived entrepreneurial control and entrepreneurial intention

H4: Family support positively regulates the relationship between entrepreneurial intention and entrepreneurial decision-making

H5: Friends support positively regulate the relationship between entrepreneurial intention and entrepreneurial decision-making

H6: There is a significant positive correlation between entrepreneurial intention and entrepreneurial decision-making

ANALYSIS OF QUANTITATIVE RESEARCH RESULTS

After the questionnaire was collected, the author conducted descriptive analysis, exploratory factor analysis, reliability test, validity test, confirmatory factor analysis, etc., on the recovered data, hoping to use these analyses to further test whether the research hypothesis is valid.

4.1 Data analysis

The pre-test began in early March 2021. As of April 12, a total of 450 questionnaires were distributed, and 394 questionnaires were returned. The recovery rate was 87.5%. The number of returned questionnaires exceeded the previously estimated 392, which can be used for the next step of data analysis.

4.1.1 Descriptive statistical analysis of respondents

For the 394 questionnaires collected, using SPSS19.0 to perform descriptive statistical analysis on the samples, There is not much difference in the ratio of men to women of the interviewees. Among them, there are slightly more women than men; the majority of the interviewees are 40-50 years old, and the least 50-64 years old; the educational backgrounds of the interviewees are mainly concentrated in Undergraduate degree; entrepreneurship time is between one and five years accounted for the majority; in the entrepreneurial experience category, the respondents who have had one entrepreneurial experience are the most, while only 15 have more than ten entrepreneurial experiences .

4.1.2 Reliability analysis of the questionnaire

The purpose of reliability testing is to test each set of measurement items to discover their ability to measure the structure consistently as designed (Ho, 2006). The method used to test the reliability of structural metrics is Cronbach's alpha, which has a value greater than 0.6 (Malhotra, 2007). Some authors believe that Cronbach's alpha should be 0.7 or higher (Hair, et al., 2006; Ho, 2006).

Run the software SPSS19.0 to test and analyze the reliability of 394 valid questionnaire data. The specific results are shown in Table 4.1.2-1:

Table 4.1.2-1 Questionnaire reliability analysis table

Latent variable	Number of measurement	Cronbach's a coefficient	Overall Cronbach's a coefficient
Behavior attitude	4	0.946	0.982
Entrepreneurship norms	4	0.931	
Perceived Entrepreneurship	4	0.890	
Family support	4	0.942	
Friend support	5	0.941	
Entrepreneurial intention	8	0.846	
Entrepreneurship decision	3	0.915	

It can be seen from Table 4.1.2-1 that the overall Cronbach's alpha coefficient of the scale is 0.982, which is greater than 0.8, and the Cronbach's alpha coefficient of each variable is greater than 0.8, indicating that the questionnaire has good internal consistency and credibility.

4.1.3 Analysis of questionnaire validity

In the study of this paper, firstly, KMO test and Bartlett test were performed on the data of 7 variables included in 394 valid questionnaires, namely behavior attitude, entrepreneurial norms, perceived entrepreneurial control, family support, friend support, entrepreneurial intention and entrepreneurial decision-making. 4.1.3-1 shows:

Table 4.1.3-1 Questionnaire validity analysis table

variable	KMO	Bartlett test		
	KMO value	Chi-square	Degree	Significance
Overall validity	0.966	8314.969	946	0.000
Behavior attitude	0.940	2102.987	91	0.000
Entrepreneurship norms	0.926	990.243	21	0.000
Perceived Entrepreneurship	0.878	527.875	10	0.000
Family support	0.920	1312.885	28	0.000
Friend support	0.940	1235.144	31	0.000
Entrepreneurial intention	0.812	153.735	12	0.000
Entrepreneurship decision	0.785	74.457	1	0.000

According to Table 4.1.3-1: the overall KMO value of the questionnaire is 0.966 (greater than 0.9), and the KMO value of each variable is greater than 0.5 (Ho, 2006), the overall questionnaire has a high degree of interpretation; the Bartlett sphere test of the overall questionnaire The approximate chi-square value is 8314.969, the degree of freedom (df) is 946, the degree of significance (sig.) is less than 0.01 (very significant), the significance level of each variable is less than 0.01, and the assumption that the variables are independent of each other is rejected (Hair, 2006; Ho, 2006), the scale has good validity and is suitable for factor analysis.

Using the maximum variance method, the common factors are extracted according to the maximum eigenvalue greater than 1, and a total of 7 common factors are extracted. These variables have good construct validity. Overall, the validity test passed, indicating that the structural validity of these variables has achieved the desired effect.

4.1.4 Sample normality test

The structural equation model is used to simulate the sample data, and the sample data must satisfy the condition of obeying the normal distribution. Use the software SPSS19.0 to perform statistical analysis on the data of each item. The maximum absolute value of the kurtosis coefficient is 1.05, which is less than 3; the maximum absolute value of the skewness coefficient is 0.65, which is less than 8 (Wang Peng, 2009), so the data meets the requirements of normal distribution.

4.1.5 Structural equation model analysis results

After using AMOS 21.0 to analyze the model path diagram, the standardized and non-standard model structure path analysis coefficient diagrams can be obtained. The first is the standardized model structure path analysis coefficient diagram:

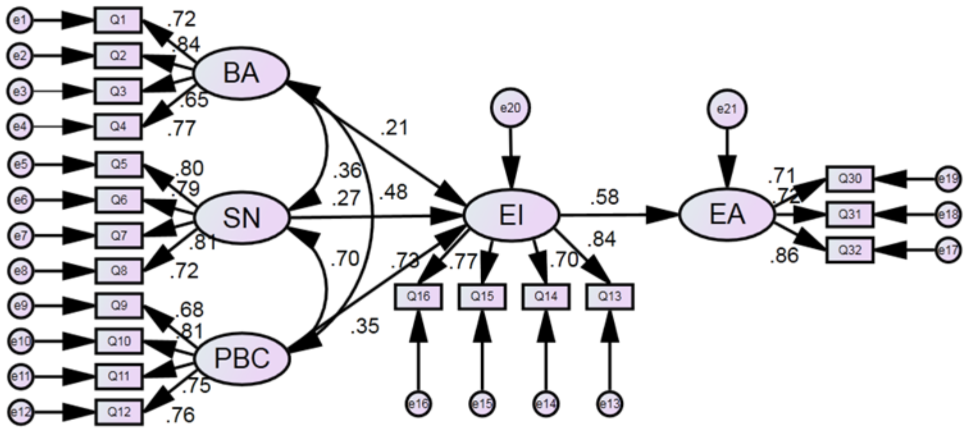


Figure 4.1.5-1 Standardized model structure path analysis coefficient diagram

Note: BA: Behavior and Attitude; SN: Entrepreneurship Code; PBC: Perceived Entrepreneurship Control; EI: Entrepreneurship Intention; EA: Entrepreneurship Decision

The regression coefficient of the initial model and its significance test are shown in the following table 4.1.5-1.

Table 4.1.5-1 Model regression coefficient and its significance test summary table

Regression Weights: (Group number 1 - Default model)							
			Unstandardized regression	S.E.	C.R	P	Standardiz
NO	<--	BA	.220	.060	3.661	***	.207
NO	<--	SN	.333	.092	3.613	***	.269
NO	<--	PBC	.496	.119	4.175	***	.349
SHE	<--	NO	.709	.069	10.205	***	.583

Note: S.E. is standardized error

C.R. is the critical value ratio

P means probability, * means P<0.05, ** means P<0.01, *** means P<0.001

BA: Behavior and Attitude; SN: Entrepreneurship Norm; PBC: Perceived Entrepreneurship Control; EI: Entrepreneurship Intention; EA: Entrepreneurship Decision

As can be seen from the above table, the absolute value of the standard error (SE) critical ratio (CR) of the estimated value is greater than 1.96, indicating that the estimated value has reached the 0.05 significance level (Byrne, 2001); if the significance probability value P is less than 0.001, it will appear The "***" symbol, if it is greater than 0.001, the P value will be directly displayed in the P column. All P values in the table are less than 0.05, indicating that the result is significant; for the measurement items under each construct, the non-standardized path coefficient All are positive numbers, and the values are all above 0.7 (Wu Minglong, 2009), so it can be considered that all measurement items have a good degree of explanation for the constructs they are in.

4.1.6 Test of the moderating effect of family support between entrepreneurial intention and entrepreneurial decision-making

Put the independent variable entrepreneurial intention, the moderator variable family support, the independent variable and the product of the moderator variable, that is, entrepreneurial intention × family support into the equation, and three models can be constructed. The specific results are shown in Table 4.1.6-1.

Table 4.1.6-1 Test of the moderating effect of user expectations between word-of-mouth and user decision-making

		Model 1	Model 2	Model 3
Independent	Entrepreneurial intention	0.447**	0.394**	0.398**
Moderator	Family support		0.366**	0.327**
Crossover term	Entrepreneurship intention × family support			0.116
Model summary	R	0.447	0.575	0.586
	R2	0.200	0.331	0.343
	R2 change	0.200***	0.131***	0.012
ANOVA	F	49.305*	48.506*	33.942*

It can be seen from Table 4.1.6-1 that all three models have passed the F test, indicating that the models are meaningful. In Model 1, entrepreneurial intention has a significant positive impact on entrepreneurial decision-making; in Model 2, independent variables and moderator variables are added, which are both significant at the level of $P<0.05$. Among them, the regression coefficient of entrepreneurial intention is positive, and the regression coefficient of the moderating variable family support is positive, indicating that entrepreneurial intention has a significant positive impact on entrepreneurial decision-making, and family support has a significant positive impact on entrepreneurial decision-making. Model 3 added the cross-multiplication item entrepreneurial intention × family support, and the standardized regression coefficient was 0.116, which failed the 0.05 significance level test, indicating that the moderating effect was not significant.

4.1.7 Test of the moderating effect of friend support between entrepreneurial intention and entrepreneurial decision-making

Putting independent variable entrepreneurial intention, moderating variable friend support, independent variable and moderating variable product term, namely entrepreneurial intention × friend support into the equation, can form three models.The specific results are shown in Table 4.1.7-1.

Table 4.1.7-1 Test of the moderating effect of user expectations between student experience and user decision-making

		Model 1	Model 2	Model 3
Independent	Entrepreneurial intention	0.433**	0.358**	0.323**
Moderator	Friend support		0.346**	0.316**
Crossover term	Entrepreneurship Intent×Friends Support			0.149*
Model summary	R	0.433	0.549	0.567
	R2	0.187	0.301	0.321
	R2 change	0.187***	0.114***	0.019*
ANOVA	F	45.412***	42.297***	30.724***

It can be seen from Table 4.1.7-1 that all three models have passed the F test, indicating that the models are meaningful. In Model 1, entrepreneurial intention has a significant positive impact on entrepreneurial decision-making; in Model 2, independent variables and moderator variables are added, which are both significant at the level of $P<0.05$. Among them, the regression coefficient of entrepreneurial intention is positive, and the regression coefficient of the adjustment variable friend support is positive, indicating that entrepreneurial intention has a significant positive impact on entrepreneurial decision-making, and friend support has a significant positive impact on entrepreneurial decision-making. Model 3 added the cross multiplication item entrepreneurial intention × friend support, the standardized regression coefficient was 0.149, and it failed the 0.05 significance level test, indicating that the moderating effect was not significant.

4.2 Hypothesis verification

This article proposes a hypothesis diagram for the study in Section 3.5, and the criterion for measuring whether the hypothetical relationship holds is: whether the significance level of the structural equation path is above 0.05. If the significance level is less than 0.05, the hypothesis is valid; if the significance level is not less than 0.05, the hypothesis test is considered not significant, and the hypothesis is not valid. The mediation effect is judged based on whether the confidence interval of Bootstrap's indirect effect contains 0. If 0 is included, the mediation effect is not significant; if it does not contain 0, the mediation effect is significant. The adjustment effect is judged based on whether the cross-multiplication item passes the significance test. If it passes the significance test, the adjustment effect is significant; otherwise, it is not significant. According to the above criteria, this research will test the research hypothesis based on the results of the structural equation path analysis. All hypothesis test results are shown in Table 4.2-1.

Table 4.2-1 Summary of research hypotheses

Research hypothesis	Hypothetical content	Does it support
H1	There is a significant positive correlation between behavior attitude and entrepreneurial intention	Yes
H2	There is a significant positive correlation between entrepreneurial norms and entrepreneurial intentions	Yes
H3	There is a significant positive correlation between perceived entrepreneurial control and entrepreneurial intention	Yes
H4	Family support positively regulates the relationship between entrepreneurial intention and entrepreneurial decision-making	Yes
H5	Friends support positively regulate the relationship between entrepreneurial intention and entrepreneurial decision-making	Yes
H6	There is a significant positive correlation between entrepreneurial intention and entrepreneurial decision-making	Yes

CONCLUSION

According to the previous paper, the six hypotheses proposed in the study have been proved, which shows that the three main variables proposed in the theory of planned behavior, namely entrepreneurial attitude, entrepreneurial norms and perceived entrepreneurial control, will have a positive and significant impact on the entrepreneurial intention of entrepreneurs. In other words, when an entrepreneur's attitude, norms and perceived control fluctuate, his entrepreneurial intention will also fluctuate. Secondly, the study also shows that entrepreneurs' entrepreneurial intention also has a positive and significant impact on their decision-making behavior, that is, when entrepreneurs have positive entrepreneurial intention, their entrepreneurial decision-making tends to be positive and enterprising, otherwise their entrepreneurial decision-making will be negative and lag behind. Finally, as the innovation of this study, social support, as a control variable, has been proved to have a significant moderating effect on entrepreneurial intention and entrepreneurial decision-making, and this effect is positive. This shows that entrepreneurs in the process of entrepreneurial activities, to a large extent, will be affected by the surrounding family and friends, and then produce different entrepreneurial intentions and entrepreneurial decisions.

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THE SANGHA AND ECCLESIASTICAL GOVERNMENT IN THAI SOCIETY

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ABSTRACT

Buddhist monk is a person who has a role towards development among people in Thai society in order to live together peacefully for many eras. On top of that, the Thai monks also provide various services based on necessity to the society in relevant to the need of the people. The monks have helped fix many social problems for the laymen as well as for the nation. From the past to the present, the government has been created when men have been living together. The administration of the Sangha, novice, and monk's attendants is consistent to the temple's development system in which it is conductive to the evangelization taken place in the community. It is plausible to claim that the administration of the temple means the abbot utilizes his knowledge and ability to carry out six missions, namely, the government, evangelization, religious study, education welfare, public assistance, and public aids in a smooth way. These missions are expected to create a cooperation among people involved and to be able to achieve the set target efficiently.

In this particular article, the writer has three main objectives: 1) to propose a concept concerning the Sangha government, 2) to study the efficiency towards episcopacy in 6 dimensions that are; the government, evangelization, religious study, education welfare, public assistance, and public aids, and 3) to discover guideline in the development of government for the Sangha in Thai society in order to co-exist and to be responsible on the duty as a citizen in Thai society. For the concept concerning Sangha government, it was found that the abbot or the ruling primate must monitor, oversee, and maintain orderliness so the monks and novices can practice according to the discipline, law, rule, statute, order, command, and announcement of the Sangha Supreme Council of Thailand or the holy command of the Supreme Patriarch. The efficiency of episcopacy depends on the abbot's effort to use his knowledge, ability, and experience in making decisions and deploy available administrative resources in the operation of the six required missions. Finally, the guidelines in the development of government for the Sangha in Thai society rests upon the development of the temple based on the established standard in which there are certain roles for the temple to perform its duties and various activities.

Keywords: The Sangha, government, Thai society

INTRODUCTION

Buddhist monk is a person who has a role towards development among people in Thai society in order to live together peacefully for many eras. On top of that, the Thai monks also provide various services based on necessity to the society in relevant to the need of the people. The monks have helped fix many social problems for the laymen as well as for the nation. From the past to the present, the government has been created when men have been living together (Mondy and Noe, 2005). The administration of the Sangha, novice, and monk's attendants is consistent to the temple's development system in which it is conductive to the evangelization taken place in the community. It is plausible to claim that the administration of the temple means the abbot utilizes his knowledge and ability to carry out six missions, namely, the government, evangelization, religious study, education welfare, public assistance, and public aids in a smooth way. These missions are expected to create a cooperation among people involved and to be able to achieve the set target efficiently (Phra Methithammaphon (Prayoon Dhammacitto), 2537).

In Thai society, the temple is an administrative agency. It is an operating unit responsible for the Sangha and Buddhist affairs as well as an important pedestal of the Sangha and Buddhism. The temple is a parent organization in the government of the clergy having monastic guidelines and various methods that enacted as the Sangha Act in the same way as the provision concerning the Sangha Supreme Council of Thailand that is the highest institute or organization in the government of the Sangha. The temple is erected as a legal entity. In this regard, it is a legal person in the eye of the law. According to the Sangha Act, the temple is well protected from Civil and Commercial Code and other related legislations. Temples have the right and duty based on law as an ordinary person. However, the temple cannot handle various activities by itself, it must have a representative to exercise the right and duty, and to declare the intention (Phra Theppariyattisuthee, 2546).

The administration and governance of the Sangha, novice, and monastery boy in accordance with the development of the temple conductive to the propagation of Buddhism in the community can be concluded that the administration of the temple means the abbot utilizes his knowledge, ability, and experience in making decision and using administrative resources in order to carry on 6 responsive missions, namely, the government, religious dissemination, religious study, education welfare, public assistance, and public aids in a smooth manner. It is expected to create cooperation and to effectively achieve the designated goals including various monastery projects. Regarding the administration of the temple, it refers to the task management upon money, man, material, and work plan in order to smoothly operate all kinds of activities within the temple. This is to produce the highest benefit to society by means of a man who creates and fixes the required task. Phra Theppariyattisuthee mentioned that the administration means the management and government of the Sangha, neophyte, and temple boy of relevance to development system of the temple beneficial to religious propagation in the community. The Department of Religious Affairs defined the administration of the temple that it concerns the government, command, supervision, guidance, and instruction for the monastic order, novice, and laity who dwells in the temple. This is for the good morals and overall tidiness (Department of Religious Affairs, 2542; Phra Dhamma Kittiwong, 2541; Phra Theppariyattisuthee, 2546).

2. The development of the Sangha's affairs in 6 dimensions

2.1 The government means the keeping, safeguard, and management. Based on the government principle, the monk who is an abbot or the ruling primate monitors, oversees, and maintains orderliness so the monks and novices or the subordinate monks residing in the temple can practice according to the discipline, law, rule, statute, order, command, and announcement of the Sangha Supreme Council of Thailand or the holy command of the Supreme Patriarch. This particular mission includes the monks who act as the dean at every ecclesiastical level. Starting from the Assistant of the Abbot, the Deputy Abbot, the Abbot, the Ecclesiastical Chief of Village, the Ecclesiastical Chief of District, the Ecclesiastical Provincial Governor, the Ecclesiastical Reginal Governor, and the Chief Superintendent of the Ecclesiastics. Moreover, it also includes the monks who perform the duty as an Act Announcing Teacher, the Preceptor in the ordination of virtuous son, and manage the governmental operations (Phra Visuttibhatratada, 2547).

2.2 The education means the erudition, practice, and training. The principle of religious study involves mission on dhamma studies of the Sangha regarding the study of Pali and general education conducted in higher education by the 2 Sangha universities. This mission covers the monks who act as a teacher, a committee in checking the paper in the Central Dharma Testing Service Headquarters of Thailand, a secretary in the Central Dharma Testing Service Headquarters of Thailand, a supervisor or chairperson in Pali examination, and a Grand Master on behalf of the abbot. Besides, it also includes the effort to promote dharma study in every possible method that is not irrelevant to the discipline, for instance, the bestowal of a scholarship to monks and novices who pass the exam, and fund-raising for dharma education.

2.3 The religious propagation refers to the broadness, widening, and expansiveness. The propagation principle is a mission concerning Buddhism proclamation for the people to know in every means without contradiction to the discipline. It is aimed at people to know and understand the dharma principle and to put into practice in daily life. This includes a sermon, dharma discussion in various opportunities and places both inside and outside of the temple. The preaching conducted in the radio and television. The dharma dissemination through various media such as newspapers or videos. These missions include a variety of activities organized by the monks or temples.

2.4 Education welfare can be defined as the provision of assistance in terms of training and indoctrination to people. The principle of education welfare deals with mission on educational operation that emphasizes cultivation of morality and ethics on children and youths to know and understand Buddhist dharma in order to be able to behave and lead life happily in the society as a citizen who has knowledge and morality in the country.

2.5 Public assistance can be viewed as the building and renovation of religious places in the temple. The principle of public assistance lies in its mission on the development of the temple by the monks and the temple. The development may include the buildings and places and ecological system. The repair of Phutthawat district (section containing the chapel) and Sangkhawat zone (section containing the monks' living quarters). Simply say, it is a mission on construction, reparation, maintenance the permanent structures or public property of the temple such as the construction of a chapel, temple, school building, sermon hall, dharma hall, cubicle, crematory, well-managed religious property, religious lodging and religious property accounting,

2.6 Public aids is the assistance toward general people. The principle of public assistance is seen as a monastic mission undertaken by the temple as well as the monks to help society in various forms that are not in conflict with a good discipline. In this respect, the activity is focused on benefit and happiness of people as a key. This includes the assistance rendered to the monks, novices, and temple boys suffering from disaster and are in deficiency.

The use of the temple as a venue for merit making concerning birth, old age, illness, and death, for example, a pray for funeral, cremation, merit making and devoting, and an offering to a monk to name just a few. The temple can be used as a training center for people to learn about occupations or as a hospital for critical disease or needy patients. The establishment of an almshouse in the temple, a personal donation, or a persuasion of relatives and friends to make donation for the building of a hospital. The temple can also provide knowledge and information to the community in various dimensions, such as education, primary health care, government, disaster relief, or public benefit serving (Yoder, 1956).

In summary, the Sangha has to adjust its roles and duties and to choose up its position in Thai society. The reposition of the Sangha would enable the clergy to persist with meaning in a global society. The social conditions drive many religions to move forward to a creation of shared interest among societies. The good relationship among Buddhist devotees may alleviate social conflict. The government of the Sangha with regard to temple administration means the abbot is able to use his knowledge, ability, and extensive experience in making decision and deploy available administrative resources in the operation of 6 missions, namely, the government, propagation, religious study, education welfare, public assistance, and public aids to run smoothly. It is expected that these combined efforts would yield a cooperation and an achievement toward goal in an efficient way.

3. The guidelines on the government and development of the temple and society towards standardization.

Temple is considered as one of the community organizations that has extensive interaction with people or community in the monastic territory and the adjacency. Thus, in the development of the temple based on the established standard, the temple should have certain roles in performing its duty and various activities. In this respect, the abbot and temple's committees must possess a sophisticated management system, such as the utilization of information technology system in storing data with transparency and verifiability. This is to create trust and open up opportunity for the community to participate in the administration of the temple for the hope that the temple would become much more developed. However, there are many factors in the management of the temple as follows:

1) Religious person refers to monks and novices who reside in the temple or community.

2) Religious teachings include Buddha's teachings that are held firmly in the administration of the temple, it is unavoidable and composed of the dharma and Vinaya (discipline).

3) Religious places are religious objects or treasures, such as temple, and various assets both the chattels and real estate.

4) Religious rites involve many activities related to Buddhism and community, it is believed as one of the important components in creating relationship with general society under the administration concept (National Buddhism Office, 2554).

3.1 Religious person in term of the government upon a priest and laity

The government upon Bhiksu (Buddhist monk) and layman is in a form of an establishment of a governmental office. The rationale is that the good administration depends on the abbot's office where it is used for administration, providing services, and conduct of an operation. The office is with modern and complete equipment, accessibility, and a clear responsible person for coordination.

3.2 Religious education and teaching

For the religious education and teaching, there is an establishment of Phra Pariyattitham School with dharma and Pali division. The fact is that, nowadays, there is less number of Phra

Pariyattithan School due to the shortage of both the teacher and the pupil. As a result, many of these schools have to be shut down. The teaching and student's quality are diminished. Therefore, it deems reasonable that the Sangha will revive Phra Pariyattithan School with dharma and Pali division in order to have a good and qualified school. The education should be based on life-long learning concept in which it will support the learners to develop themselves both in physical and mental aspects. The support of the temple towards education for the Sangha, novices, and monastery boys will increase the developmental potential among those individuals involved. The temple must organize the education that includes religious and secular issues or support both of them concurrently. The construction of a learning center in the temple will help to strengthen the learning features among the Sangha, novices, and temple boys. These efforts can be accomplished in forms of an erection of an education park in the temple, a library building, and a support of the Sangha, novices, and temple boys to further their study concerning the secular world, such as the primary education, secondary education, as well as the higher education, or even higher.

3.3 The religious places concerning the maintenance, organization, and religious property

Regarding the maintenance, the organization, and the religious property, there must be a strategy formulation in the government and development of the temple. The rationale is that every temple in Thailand must have a strategic plan at sub-district, district, and provincial levels. This is for the ease of planning, development, government, and supervision in both short-term and long-term perspectives. When there is a change in administrative position, the work can be done according to the plan. There will be no stumble or obstacle regarding the presence of an administrator. The development of the temple to become a prototype such as an education park in the temple. The fact is that, at present, the National Buddhism Office has announced a criterion for the administrator of the temple regarding the filing for developing prototype temple in term of an education park or the outstanding performance temple. This is for the hope that every temple in Thailand would develop their temple and submit the entry into the contest. The wining-temple will receive some reward and money used to carry on their developmental mission. For this reason, it is necessary that there must be a campaign organized by every temple to develop the government and administration in the temple based on the criterion set by the National Buddhism Office mentioned above. The effort is expected to build morale among the practitioners and to look for facilities in order to maintain religious property efficiently. The rationale is that there are enormous quantities of religious property in the temple. If there is an improper and inefficient maintenance, there will be a loss, or dilapidation based on time. The accommodation in term of the development of equipment in the maintenance of religious property is therefore important and necessary to be in an easy manner to use. The developed facilities should be applicable to every temple and to make the most of benefit upon the maintenance, organization, and religious property (Department of Religious Affairs, 2528).

3.4 The religious rites in term of convenience towards merit-making activity

The provision of a proper convenience in performing merit-making activity is in a form of the temple's development to become graciously beautiful and stable. The reason behind this principle is that the development towards religious places to become beautified, clean, and steady is considered as an important concept in the government and development of the temple. The construction of religious places with orderliness and gloriousness in relevant to the proper highest usefulness will create worthiness, efficiency, and effectiveness in the government and administration of the temple. Some temples already have religious sites but they do not use them to the highest capability or, in some other cases, they experience an improper management. Thus, the temple may not be able to develop. There should be a planning and development of religious places to achieve appropriateness and usefulness. This is to create worthiness, cleanliness, and beauteousness. It is believed that this will create faith among devoted Buddhists. There should also be a development of personnel who are ready to render required services. The rationale is that since the core of giving services lies on the personnel who are equipped with knowledge, understanding toward crucial religious principle of rites, and willingness to provide assistance to the patrons in order to be impressive with the available services. The development of personnel is directed towards readiness in yielding services so the temple will be ready to take good care of the Buddhists who come to make merit in the respective temple.

From the in-depth interview with high-ranking religious experts, namely, Phra Rajnunthamuni, the Ecclesiastical Nonthaburi Province Governor, Phra Rajthamnithet (Phra Phayom Kalayano), the Abbot of Wat Suankaew, and Phra Panyananthamuni, the Abbot of Wat Chonlaprathan Rang Srit, the royal temple, they see eye to eye on the following matters:

1. The government dimension: it refers to the supervision over the bhikkhu and novice to live peacefully in accordance with tam wi-nai (discipline), regulations, and rules as specified by the Sangha Act and civilian law.

2. The religious education dimension: it refers to the educational support towards the monks and householders, such as Pali and Dharma education.

3. The education welfare dimension: the organization of education for less fortunate children, students, and general people since Buddhism is regarded as a symbol of compassion.

4. The Buddhism propagation dimension: this refers to the introduction of Buddha's doctrine in various forms of activities in a concrete manner by utilizing various techniques and methods.

5. The public assistance dimension: it can be divided into 1) the restoration and development of the temple, 2) the construction and restoration of the monk's lodging, and 3) the maintenance and management of religious property.

6. The public aids dimension: the Sangha is expected to render help to the people in the community as well as society, for instance, the establishment of education center, health-care center, library, including various activities contributed to public benefits.

SUMMARY

The Buddhist monk is a person who leads the people towards development in Thai society and helping them living together peacefully for many decades. The monks also provide various services to society based on necessity and demand of the people as well as country. From the past up to the present, the government is articulated when men are living together. The administration and government of the Sangha, novices, and monastery boys is in relevant to developmental system of the temple that is conductive to the religious propagation in the community. To be precise, the government and administration of the temple means the abbot uses his knowledge, capability, and experience in making decision and utilizes available resources in smoothly handling 6 missions, namely, the government, evangelism, religious studies, education welfare, public assistance, and public aids. By performing these six missions, the Buddhism is believed to sustainably co-exist with Thai society. The abbot or the ruling primate is required to take surveillance, invigilate, and maintain order and goodness in the hope that the monks and novices residing in the temple or under the supervision would behave in accordance with the discipline, legislative, rule, statute, command, and announcement made by the Great Synod or the Supreme Patriarch. This particular mission is involved with every level of administrative monks, starting from the Assistant of the Abbot, the Deputy Abbot, the Abbot, the Ecclesiastical Chief of Village, the Ecclesiastical Chief of District, the Ecclesiastical Provincial Governor, the Ecclesiastical Reginal Governor, and the Chief Superintendent of the

Ecclesiastics. On top of that, it also includes the monks who perform the duty as an Act Announcing Teacher, the Preceptor in the ordination of virtuous son.

The mission also applies to the monks who promote Phra Pariyatti Dharma (dharma which must be learned, namely, Tripitaka) in every approaches that are not contrary to the discipline such as giving away scholarship to the monks and novices who pass the examination, raising fund for dharma studies, and organizing education that emphasizes the cultivation of morality and ethics among the children and youngsters. It is expected that the youths will have knowledge and understand dharma principle so they can exist and live life happily in the society. To aim at people to have knowledge and understanding towards dharma and to apply it in their daily lives. For the development of the temple, in terms of buildings and surroundings, the main objective is to create benefit and happiness among people. There must be an assistance provided to monks and novices. The temple is used as a venue to perform charity in connection to birth, old age, illness, and death, for instance, pray for funeral, cremation, merit making, and an offering to the monks. The temple is conceived as a training center for career building, critical patients caring, and needy patients. The almshouse can be established in the temple, besides, there can be a donation or a persuasion among relatives and friends to contribute money for building of a hospital, disaster relief, or other charitable activities.

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SOCIAL DEVELOPMENT IN NEW NORMAL ERA BASED ON BUDDHISM

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ABSTRACT

Originally, the world has faced with geopolitical war between the two super powers namely the United States of America and China. At present, there is a new wave of crisis causing by Coronavirus or Covid-19 pandemic. This incident has a widespread impact on people. Almost everybody is facing with suffering and tries to struggle in order to survive. This situation has created what we call a new normal phenomenon. Every part in the society has to cooperate to turn the crisis into an opportunity and to develop society and the country to become strengthened with a decent immunity. In this respect, Buddhism has an important part via temples and monks in creating spiritual and physical immune system for the people together with consciousness. This attempt is aimed to lead life with caution amid uncertainty of the situation. People are welcomed to yearn teaching principles as a restraint towards self-development and as guidelines to fight against perils.

The author of this article has an intention to present ways to develop society in the new normal period according to Buddhism. It is foreseen that there is a necessity to build a sustainable development network by working together at policy level as well as at the community level in applying the concept in community areas, organizations, societies, and the country. Since the global changes turn to be very complex, each one of us cannot work alone but we have to rely on networks and friends to intelligently do the good deeds. There must be a participation between secular and religious sectors based on legal process and religion in order to promote and support each other for social and national development. This effort is believed to create peace in the society.

Keywords: Social development, new normal era, Buddhist principles

INTRODUCTION

The changes in world society from the past up into the present, men cannot avoid various crises in lives whether they are natural disasters, sabotage, ailment, or pandemic that has been widespread all over the world at the moment. In this respect, we still are able to develop preventive factors in order to face and live through various life-crises with a balanced mind. These perilous situations can be seen as an opportunity to learn and develop the spirit to become flourish. The fight against a novel coronavirus or Covid-19 caused a huge number of casualty among people in the world, resulting in an economic stagnant, unemployment, losses, and a chain reaction in various dimensions. People have to adjust themselves in leading their lives towards a new normal way of life that is different from the past (Kamalas Phoowachanathipong, 20 2 0) while there are rapid and severe global changes in social, economic, political, and way of life structures.

Buddhism is still conceived as a crucial refuge in life, community, and society. Human pays his interest in money, materials, and extravagant consumption, and possesses endless desires in order to survive. Life is full of conditions and is spent with hardship. The Covid-19 crisis turns people towards revision of life in order to increase self-immunity. The society in a new normal period reminds us of increasing Buddhist roles in a global society since there are lots of people who are suffering and trying to struggle away from misery. The dharma principles intuited by Lord Buddha are those already have been existing in nature and are universal regarding casual law and natural consequences. These said principles can be applied in every situation. Lord Buddha, the Founder, presented the dharma to his disciples and let them learn how to practice (Phra Bhavanaviteht (Alan Khemadhammo) and Jone Jandai, 2020). The disciples therefore have important roles in evangelism among Buddhist devotees. If the Buddhist followers practice the dharma and apply them in way of life, the dharma will protect those who equipped with precepts, concentration, and wisdom to live peacefully with others in the society.

Thus, this particular article has its main objective to propose guidelines in the development towards quality of life and peace amid social changes in a new normal period based on Buddhist principles.

THE SOCIAL DEVELOPMENT IN A NEW NORMAL NORMAL PERIOD

The present society is changing very fast. The human's existential problems are much more complicated than what has happened in the past. These problems include inequality problem, life and property insecurity, pandemic, economic problems and conflict that are all rapidly increasing. The cry for sustainable development is prevailing and it is necessary that all parts concerned must cooperate in solving problems arising in the new normal era for the sake of social development and prosperity.

2.1 The meaning of social development

The word social development is a combination of society plus development. According to the Royal Institute Dictionary B.E. 2011 (The Royal Institute, 2013), 'development' means to be prosperous and 'society' means a group of people who has a continuous relationship based on rules and regulations with a common objective. There are a number of definitions for "social development" given by many scholars as follows:

Tin Pratchayapruet (2012: 251) defined social development as an improvement of quality of life to refrain from poverty, ignorance, aliment, and hunger. It is aimed at people in realization of their full capacity, dignity, dream, and satisfaction in life. To say in different words, social development means the improvement of quality of life of people to become better in order to live and to be able to respect themselves and to be free from being a slave of various bondages. While Sanya Sanyawiwat (2008: 4) saw that "social development" is an alteration of social structure based on a certain type social regime by which the development is refined in respect of the regulator's intention. In this regard, social structure comprises of people, social orders, and materials. At all events, those people are all included in this definition whether they may engage in economic, political, religious, hygienic, academic or any other perspectives. Moreover, the Department of Economic and Social Affairs (1975: 8) explained that social development refers to an improvement of people's existence into a higher level measuring by a state welfare, pain rate reduction, physical, and mind-health promotion including social promotion. The indicators also include level of living conditions as well as people's satisfaction towards goods and services provided by the government together with respect for people's participation in the development. In summary, social development is an improvement of quality of life to become better starting from individual, community, society, and up to country level with regard to economy, society, politics, and culture into a better manner.

2.2 What is new normal?

The term "new normal" was coined after the happening of a hamburger crisis during 2007-2008 and global recession period by an American named Bill Gross who established an asset-management company with a purpose to explain economic situation. After a period of economic expansion, there will be factors that cause economic disruption. And after that, the economy will start to recover again to complete the cycle. These phenomena were seen as a regularity. However, after the hamburger crisis was over, the world could not reinstate its former stage there by the word new normal was used to describe economic situation that would never be the same again. This, however, is understood as a normal thing (Sayam Prasitsirikul, 2020). At the moment, the Covid-19 pandemic produces a great impact on way of life and people's existence around the world. The people are awakening and adjusting themselves in order to survive. The term "new normal" has been used once again but this time it has expanded into every corner of the society whether it is economic, political, and educational sector including every-day-life basis. New normal is treated as a situation or a phenomenon that is previously not familiar to people nor a formal standard. After a period of time, there is a crisis that changes everything and, as a result, the changing situation or incident becomes normal and turns into a standard (Surapol Issarakaisri, 2020).

New Normal has been used in accordance with the Covid-19 pandemic beginning from B.E. 2019 up until now. It is perceived as a rapid and severe situation that has spread into countries around the world. There were lots of casualties and it became one of the tremendous losses to human race. Man has to protect himself for the hope of a survival by adapting the living behaviors to be different from what used to be in every dimension whether they are business, public health, educational, political, and cultural dimension. People used to get out from their houses for work or study. Now, they have to work at home and study through an online basis. Many buildings are accompanied with screening points. When there is a time to go outside, a hygienic mask must be worn and a social distance must also be observed. The business activities must be operated online. The delivery services become popular. The meetings, seeing a doctor, and even religious activities, such as online dharma discussion, are all carried through online computer system. These are the new way of life. Thus, whatever new living behaviors undertaken after the Covid-19 pandemic are known as a new normal. According to the National Innovation Agency (Public Organization) or NIA, it has analyzed the Covid-19 pandemic and found that digital system is increasing in its importance and is a major mechanism in propelling daily-life activities by building interaction among people, making possible business transaction, and connecting together every part in the society.

2.3 The social development in a new normal

The social development in a new normal era is concerned with an improvement in quality of life of people by encouraging every individual in a society to participate in the mission. This effort can be done through a new way of life in order to be safe from infection and, at the same time, a maintenance as well as an invigoration of economic and social capacity. It is hoped that this new way of life or new normal would lead to creativity, new invention, technology, concept, vision, management and routine behaviors in terms of food, attire, health-care, education, communication, and business handling, etc. These novel behaviors become a normal way of life of people in society. As mentioned earlier, the digital system has a crucial role in social development. However, to maneuver digital technology, necessary skills are needed to master various kinds of equipment such as computer, cell-phone, tablet, computer program, and online media. The users must always be aware of and understand about pros and cons in utilizing these mechanisms. It is wise to realize that human is a creator, developer, and user of these technologies. Therefore, man is a master, not a slave, of the technology. It is expected that the users will be safe and can cultivate the highest usefulness from the technology regarding communication, operation, work process development, or organizational operative system to become modern and effective.

THE SOCIAL DEVELOPMENT IN A NEW NORMAL PERIOD BASED ON BUDDHIST CONCEPT

3.1 The relationship between Buddhism, society, and politics

From the past up until now, religion is still a mechanism in building and maintaining peace and balance in society. The religious belief implies a significant impact on politics both the support and bringing about resistance against state power. In this regard, religion is considered as an important social variable that is related with changes concerning politics and culture in many periods of time (Apinya Fuengfusakul, 2008: 3). Religion and society have a long-term inter-relationship in term of mutual support since from the past up to the present. Society will be peaceful unless there is a presence of religious teachings. However, the existence of religion depends very much on social behaviors. Regarding the Thai context, Buddhism is closely involved with Buddhists' way of life. The Sangha institute is one of the important institutes in Thailand in which its roles producing an impact on Thai lives for a very long time. Religion also has a close relationship with monarchical institute. In the past, the organization of government in Thailand was a monarchy system. In this respect, the king has an absolute power in the state. The Buddhist doctrines have an influential effect on the king by restraining him not to exercise his power in a tyrannous way. In a modern time period, the sovereign power has been shifted from the king to a group of people. The Buddhist doctrines still maintain its symbolic influence pertaining to political righteousness (Anuwat Krasung and Phra Maha Somdet Maha Samithi (Attasarn), 2017: 413).

The "Buddhist doctrines" are the Buddha's teachings that were originated from Buddha's search for rationale in the attempt to solve problems of the humanity, both the individual and social problems. He brought the rationale to preach with an intention to solve human's problems. The Buddha's teachings have spread to all over the world by his disciples. Even Lord Buddha has entered the nirvana (total extinction) a long time ago but his teachings still stand firm as an evidence of his effort. Thailand is among many countries that adopts Buddha's doctrines as guidelines in solving life- and social-related problems. Buddhism and Thai way of life are intimately intertwined in every facet of time. From the royal court to commoners' households dating back since Sukhothai period. There is an old saying quoted "Nation is the body while religion is the mind" (Koon Dokhan, 2002: 50). From the past to present, the Sangha have participated in impelling developmental activities initiated by state as well as private sectors since the religious institute is an important fundamental basis in building social unification. On top of that, the Thai Sangha possesses a volunteering spirit. When people suffer from perils, the Thai monks will immediate lend their hands in order to help. Nowadays, there is an integration between Buddhist doctrines and modern science or knowledge to become as a mechanism in designing creative work for society.

The relationship among the Sangha, temple, and community is represented in a form of patronage system in which the laymen provide four requisites to the monks, the monks, in return, provide and practice dharma as an example to the seculars. The believers can use the dharma as guidelines in leading their lives appropriately, not spending their lives on carelessness or towards deterioration of morality and ethics. When the society has changed, the relationship between the Sangha and the people is adjusted according to the social and economic mechanism. The temple and the Sangha not only provide dharma to the people but also conduct various activities in terms of education, medical treatment, conciliation, and/or provision of verdict (Tambiah, 1968: 79 and Kaufman, 1977: 113). This is to say that for the society to exist smoothly and steadily, that society must have a mental health promotion, belief, value, and culture that are harmoniously blended together in order to secure a social unification in forms of coordination, smoothness, and a capability of adjusting itself to the nature (Parsons, and Shils, 1950: 2). The fact that the religion is a part of a social system, various activities such as social, economic, and political activity will not be perfect if there is no provision of religious influence and result found in the religious code to mingle with social interaction (Nottingham, 1962: 21). Thus, it is necessary that the Buddhist influence upon Buddhist lives is associated with other important components in order to create a unification of Buddhism. These important elements of Buddhism are Lord Buddha, dharma, Sangha, temple, together with male and female Buddhist followers. The most relevant element of Buddhist life is the teachings of Buddha or dharma in various and profound terms as presented in Buddhist Sutra, Jataka (tales of the Lord Buddha's former births), and Buddhist legend. Beside from the doctrine, the Sangha and monastery are also considered as a substantial factor and a strong interaction between religion and society (Somboon Suksamran, 1991: 15)

3.2 The social development in a new normal era according to Buddhism

It is well understood that the ordinary people cannot avoid critical incidence in life. However, man can choose to develop factors to prevent, protect and to alleviate those life-crises. This is for the hope that man can live through hardship in life with a balanced state of mind. Man is capable of turning crisis into an opportunity in learning to develop his mental state to become flourishing. In this respect, Buddhism could be able to encourage and promote peacefulness among Thai people. Buddhism is believed to have a mutual developmental role with the society by addressing the doctrine and the practice in relevant to Thai society (Pinit Lapthananon and associates, 2020). At present, in the amidst of change caused by a new normal period, not only the Buddhists have to adjust their way of life but temple and Sangha must be able to modify their propagation towards society in helping people based on social conditions in the following relevant issues:

1) For those Buddhists who cannot join religious activities organized at the temple, they can change their residents into a temple. This attempt is known as "dharma abode abiding in the mind" where temple is located in the mind of the believers. They can chant a prayer at home by reflecting the Buddha, dharma, and Sangha virtues. This can be done in the tabernacle or in front of the Buddha Shelf. The main idea is to welcome Buddha's teachings into daily-life-practice. These teachings are Agalio (timeless). Even, the world has changed but the core value of dharma hasn't. This must be understood. The world has overcome by Covid-19 pandemic, man must have "Hiri (moral shame)" or self-responsibility in co-existence with the society. For "O-Hapai (fear of sin)" refers to the dreadfulness towards society and social accountability in which it is still considered as a modern teaching and can be applied with present situation in order to survive and being safe. People have to maintain a combination of physical, mental, and economic health. Based on Buddhism, health and wealth are the same word. Health refers to physical condition while wealth refers to well-being. All together it means the building of a balance between physical and mind factors (Phra Sakkayawongwisut (Anilman Dhammasakiyo), 2020).

2) Individual consciousness is not enough but to elevate national consciousness. There is a real need to awaken up people's consciousness in the society. Let everybody in the society has mindfulness. The leader must have an ethical consultant in order to remind him regarding his decision. Thai society has been practicing mindfulness since the 1st outbreak of Covid-19

by not living carelessly and this practice is counted as a dharma practice. The obedience to the rules makes us become winners of the situation. Later, there were risky activities and selfishness of people in the society. These phenomena lead to the 2^{nd} outburst of Covid-19 in which there were many severe consequences. Therefore, it is a compulsory that we have to consider the common benefits in the society. Our lives are always dependent to the lives of others. This dependency is called Idappaccayata concept or the essence of dependent origination (causality). All things in the world are relying on each other. The Covid-19 pandemic teaches an excellent dharma to mankind in which 1) it is possible to see the impermanence of super power countries in the world, 2) people have a chance to pay attention to Maranasati or the shared contemplation of death, to lead life with precaution, to understand that death is surrounding us, 3) the leader should be mindful, high technology may be a starting point of national conflict, and 4) people can see the relationship in all aspects of life where everything is connected with each other, one's life can produce an impact on the lives of others. When we have consciousness to protect ourselves, others can be protected as well. When we are careless, others would be in danger also. Mindfulness is not a personal matter but a social matter. The social responsibility under the eruption of Covid-19 is to be mindful (Phra Methiwachirodom (Wutthichai Wachirametee), 2020).

3) The Somdet Phra Sangharaja (Amborn Ambaro) graciously follows the epidemic of Coronavirus that is increasing in its severity and producing a negative impact on health and sanitation, occupation, daily living, and economic status. The pandemic creates a lot of difficulties to the poor who have to swiftly adjust their living pattern. His Holiness kindly mentions that temple is a center of a community and it has been with Thai society since an ancient period. Temple is also acting as a foster house of the community. He has a holy command to the National Buddhism Office to coordinate with temples all over the kingdom in establishing almshouses for the misfortunate people. This effort is carried out with the careful consideration upon the readiness of each particular temple with various welcoming supports from government, private, and people sectors in principle. There is also a coordination among related units such as medical personnel and public health agency in setting up almshouses and arranging a distribution of commodities based on a hygienic method. The whole efforts must be strictly conducted under official orders, measures, and suggestions (Matichon Online, 2020). Besides, there are some temples provide occupations for the needy people so they can work and earn money in the temples. The temples provide accommodation, food, including remuneration for the work done. We can see that the temple and the Sangha not only spread the good news of dharma but also behave as a social work office in helping out people suffered from social crises. These activities are based on Buddhist doctrines with an application in providing assistance to the people to avoid misery.

On top of that, the in-depth interview with religious dominant experts, Phra Brahmapundit, the Abbot of Wat Prayurawongsawas Warawiharn, saw that morality that is very important issue in the co-existence of people in the society includes justice and respect for human rights. With these two crucial issues, the society will experience happiness and unity. Moreover, Phra Thep Watcharabundit, the Assistant Abbot of Wat Paknam Phasi Charoen, mentioned that the sustainability of Buddhism in this particular period rests upon the religion that serves the society. The religion must support and help the community, build career, and promote health among the people. Phra Panya Nanthamuni, the Abbot of Wat Chonlaprathan Rang Srit, the royal temple, also added that the happiness is created from looking at the present, by starting from oneself with learning how to let go all the unnecessary things, how to detach, and how to release oneself from sufferings under the societal crisis.

CONCLUSION

The present society has changed rapidly. The human's living problems have become so increasingly complicated. These problems lead to an inequality and danger in living. The changes in ecological conditions together with upsurges of various diseases, economic cycle, and conflict cry for sustainable development in many regions. It is therefore necessary that every part concerned lend their hands to solve problems in this new normal era in term of a social development. Nowadays, the world is confronting with Coronavirus or Covid-19 pandemic causing a large number of casualties and a chain reaction in many dimensions. People have to adjust themselves and create self-immunity in leading their lives. There are so many people facing with difficulties and trying to struggle away from this nightmare. Religion comes as a tool in building and maintaining peace and social balance. Buddhism has an important role in global society by creating happiness since the historic time period up to the present. Mainly, the Sangha have participated in propelling developmental projects initiated by the government or private sectors. This is because the religious institute is an important fundamental basis in building unification in the country.

Buddhism is a religion for both self-development and national development. The traditional roles undertaken by the temple and the Sangha are dharma propagation. When the society changes, the relationship between Buddhist monks and people have changed accordingly based on social mechanism. The temple and monk do not only provide dharma to the seculars but also to handle various activities such as education, medical treatment, mediation, and public assistance to name just a few. The guidelines for social development in new normal era based on Buddhist concept concern with the adaptation of both laymen and Sangha in order to survive and live through the crises. This can be done through a balance of mind, turning crisis into opportunity, and a spiritual development. The house can be viewed as a temple. The temple exists in the mind of the beholder. Praying can be conducted at home with regards to Buddha, dharma, and Sangha virtues. To welcome all the good things into practice. Behave oneself based on inhibition principle, feeling moral shame and fear for sin. These are virtues that protect the world. Every conduct of life and technology must be carefully undertaken with mindfulness and precaution. Take into consideration of a common benefit. Always realizing that our lives are dependent with others'. All things are relying on each other. One's life has an influence on the lives of others. When we are mindful, we can protect ourselves as well as protect others. When we are careless, others will be in jeopardy also. Being mindfulness is not an individual matter but it is a symbol of social responsibility. For the Sangha, the temple has been changed into a center for public assistance in a community and it also provides a traditional service of dharma dissemination. In this respect, the temple can help those who suffer from social problems to refrain from evil. This is a common coordination among various parts in Thai society. Thus, social and national development can be based on temporal and religious factors in the hope for a sustainable development. As there is an old saying that runs: "temple is relied on home and home is relied on temple." Thai society is indeed dependent on each other. This is in accordance with the information obtained from the interviews in which it reveals that Buddhism is sustainable since it is a religion for society. People in the society must honor fairness and pay respect to human rights in order to live together peacefully. Most importantly, the Buddhists must learn how to let down, detach, and refrain from sufferings in order to live happily in critical situation of the society.

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THE AUTHORITY TRANSFORMATION OF SUB-DISTRICT HEALTH PROMOTION HOSPITAL TO LOCAL GOVERNMENT ADMINISTRATION IN NAKHON RATCHASIMA PROVINCE

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ABSTRACT

The decentralization or the transformation of authority is the origin of problem in providing public health service based on the Constitution of Kingdom of Thailand B.E. 2540 and B.E. 2550. In the principle, central government administration, by the Public Health Ministry, must delegate authority in terms of public health services and resources to local administration organizations based on decentralization plan of local administration organization regarding rights and welfares on public services of the state as specified by the constitution. At present, there are 9,000 sub-district health promotion hospitals all over the country by which only 43 hospitals were transferred to local administration organizations. As a result, this becomes an important problem at local level. There is no progress of authority transformation at the provincial level, for instance, in Nakhon Ratchasima province, there are altogether 435 sub-district health promotion hospitals, and none of them is being transferred.

The researcher of this article attempts to propose developmental guidelines concerning the said transformation to avoid the delay caused by various revolutionary coup d'etat including the time-buying in decentralization originated from the central administration unit. The put off is believed to contribute to self-interest. It could be understood as a game of interest between the ministry and the local administration organization, resulting in a conflict between state government and local administration organization. In a holistic picture, the decentralization at the national level could not be possible. However, the change towards decentralization at the provincial level is seemed easier than at the national level. Nakhon Ratchasima province has a large area, large number of population, and a large demand for public health services. Nevertheless, the authority transformation upon public health service has been delayed. The solution guidelines on transferring problems rest on 4 dimensions, saying, the management, budgeting, personnel, and asset issues. There should be 1) a training or meeting to clarify the management guidelines for the related personnel and public health officers regarding work to be done and the readiness of local government organization to handle the work with efficiency, 2) a support of public health knowledge in order to develop work, personnel, and stakeholders to be ready and responsible for the transfer, and 3) a formulation of clear and certain orders and procedures regarding the said 4 dimensions before the actual transformation happens.

Keywords: The authority transformation, delay, and revolutionary coup d'etat.

INTRODUCTION

The evolution on the Thai government organization from the past up to the period of change of government in B.E. 2475 by the People's Party had a policy of dividing government organization into 3 parts, say, central government administration, provincial government administration, and local government administration. The two enactments concerning government management are Government Organization Act of Kingdom of Siam B.E. 2476 and the Establishment of Municipality Act B.E. 2476 in which they determine the authority on public health services between the state and the local government organization and among local government organizations (The Royal Institute, 2525). There are many attempts to transfer various state's missions to related governmental units. In this regard, the local administration organization would be able to handle its own mission including the budget and income management in relation to the appointed assignment based on government regulations of Kingdom of Thailand.

The importance of decentralization together with the cooperation from people is considered as a success towards democratic system. In the same vein, there is a dissemination of knowledge concerning public health to people in the community to look after not only for themselves but also their parents, and brothers and sisters in order to promote health and to prevent themselves from various diseases and ailments. Nowadays, there is a plague that can spread the germs so easily all over the places both in Thailand and in foreign countries. However, Thailand has an excellent public health-care network or being known as Village Health Volunteers (VHV) with their distributed missions to supervise and look after people in their respective areas. This effort is deemed to be a good example of success towards decentralization. The VHV proceed with a proactive operation in their local responsible areas. In providing health-care information and giving health-care services, the VHV rely on the public health personnel to whom are called health doctors. These health doctors work in the Sub-district Health Promotion Hospital. It has been over 10 years that the Constitution of Kingdom of Thailand B.E. 2540 and B.E. 2550 have determined on the matter of decentralization upon mission and budget of the Sub-district Health Promotion Hospital to be under the supervision of local administration organization for the hope of easiness, agility, and contextual specification in the operation. It is expected that there will be a development in process, management, and health-care services rendering to people in each specific area (Nakharin Mektrairat, 2546).

The change of governmental structure after the takeover by People Party government in B.E. 2475, requiring that the organization of government is divided into 3 parts namely central government administration, provincial government administration, and local government administration. To proceed with the government's policy, the two legislations were enacted: the Organization of Government of Kingdom of Siam B.E. 2476 and the Establishment of Municipality Act B.E. 2476 in which their contents specifying about the designation of authority and duty pertaining the organization of public services between the state and local government organization and among local government organizations themselves. This attempt is to transfer various missions and duties undertaken by the state to local government organizations in which they can take full responsibility on the operation including the budget allocation and income generation in relation to the assigned missions based on government regulations of Kingdom of Thailand. It can be understood that the decentralization in the past period was not an authentic decentralization having no genuine intention to delegate the power. The government, during that time period, just wanted to introduce peace into the country by having central officials to oversee the local operation. This was not considered as a decentralization. The government organization based on the 2 legislations has implied meanings that 1) they reflected the main concept of the People Party regarding the organization of state administration and other modern administrative models in relevant to French concept, and 2) to lay down a foundation for government regulations that have continued from the past period up to the present with some revisions in response to the changing political and social conditions (Wuttisarn Tunchai, 2552).

Central government administration is a centralization of power meaning a total decision-making power and any other operation is handled by a single person as what happened in the past and in the present. The combination of central government that consists of a cabinet, ministry, bureau, department, and state officials in administrative areas. This system is used prevalently in the countries with ambiguous politics when it comes to democracy. In case of decentralization of power, there is a limitation of state administration in a larger territory causing a delay and un-thorough in administration in the area. The central government administration, therefore, allocates power to make decision in some matters to assigned local officers to make their own decisions for the sake of convenience. In other case, the central officer many be sent into the regional area or various administrative districts in making the most of benefit in administration based on the policy and/or objectives set by the central unit. In the 3rd scenario, the decentralization of power is a method that the central unit transfers administrative power or some administrative affairs concerning public services to the people via local organization in order to operate on behalf of the central unit in its respective area. In this respect, the local government organization has to work on its own budget allocation, budget management, as well as personnel management. The decentralization of power under this particular manner is believed to be the best form of democratic decentralization and is well accepted from various civilized countries (Boston et al., 1996 and Hood, 1991).The 3 parts of government administration, namely, the central, provincial, and local administration, are under the supervision of the cabinet who has the authority to set the policy that will be put into practice by the state officials. The government, whether it is the central, provincial or local unit, has the duty to provide public services to the people. The law enforcement is the duty of the private and people sectors. The government should not intervene but has the duty to oversee and to make sure that there is no affliction upon the people. The said principle is prescribed in the Act of State Administration Regulations B.E. 2545 (Likit Theerawekin, 2548).

The most popular method of government administration and democratic style that is used in developed countries is decentralized government in which it welcomes people’s participation and lets them take good care of themselves, realize the problem and solve the pertinent problems by themselves (Daniel, 1967: 101). For instance, the decentralization plan or authority transformation plan that transfers the sub-district health promotion hospital to be under the complete supervision of local government organization. The decentralization or power transformation regarding public health services is both an important national policy and agenda in relevant to the Constitution of Kingdom of Thailand B.E. 2540 and B.E. 2550. In the principle, the central government administration by the Public Health Ministry has to delegate authority, public health service work, and personnel to local government organization based on decentralization plan with regard to right in receiving public health services from the state as specified in the constitution. At the present, there is an epidemic and the World Health Organization (WHO) as well as many countries have admired the Thai village health volunteers (VHV) as a silent hero in effectively fighting with the Covid-19 even though they are not government officers nor public health personnel. Most importantly, these VHVs are ordinary people who live in the community and feel committed to their hometown, health center, and sub-district health promotion hospital. These volunteer groups surely understand their own context, way of life, and know exactly how to approach their follow people in the community. The development of personnel and public health issue is effectively accessible in a quick and powerful manner. These village volunteers are more than willing to sacrifice themselves in the effort to look after their brothers and sisters and their next of kin. These real evident factors are major causes to push the transformation of power into local administration in order to reduce the burden of medical personnel. The sub-district health promotion hospital could be able to oversee the primary health issues by, for example, successfully reducing the chance of an epidemic.

The significant of the problem relies on the transformation alternatives in which there will be a transformation of the sub-district health promotion hospital to the sub-district administrative organization, or municipality, or to transfer all sub-district health promotion hospitals in the province to the provincial administrative organization. There are pros and cons regarding each alternative. Moreover, there must be a working process after the transformation such as an appropriate method of coordination. There must also be a preparation towards public health management and the establishment of preparation unit to see through the transformation process. This is to make sure that the transformation of sub-district health promotion hospital to the local government organization will be undertaken with seriousness, relentlessness, and continuousness.

The readiness of local government organization in the transferring of public health services is a result from governmental policy and legislation that specified the transferring of public health services from the central unit to the local government organization. The transfer includes the mission and budget pertaining to public health services to the local government organization in order to perform its required missions regarding people’s health conditions in the local areas. In this respect, there were 22 pilot projects in the transferring of public health services throughout the country (Policy and Strategy Office, 2551). This effort produces an impact the alertness and enforcement towards readiness in the transferring matter by the various local government organizations. Nevertheless, there are some local government organizations facing with limitations on capability and readiness to proceed with their public health services, especially in terms of management, project planning, personnel’s roles, workforce number, budget, necessary equipment, and, most importantly, the public health service missions. This is in accordance with the work being undertaken by Thailand Innovative Administration Consultancy Institute (TIA) (2560) on “The study of the analysis on policy and developmental guidelines on the decentralization of public health administration to reginal and local areas” in which it found that even though the local government organizations really want to operate on its own missions by themselves, they still lack of capability and readiness regarding policy and planning. This incident is also in the same vein as the work of Ruangrit Ritthaphai and associates (2553) in which they indicated that the local government organizations are willing and ready for the transfer, however, they need a development or support upon the public health knowledge in order to improve the work as well as personnel to be ready for such a transfer. The report on the brainstorming on direction setting of public health transfer to local government organization prepared by the Public Health Area 3 Office (2553) revealed that most of the executives of local government organizations agreed to some certain levels of the public health mission transfer while there are some missions to be handled by the Ministry of Public Health. This issue is in the same line with the work being done by Narongsak Hommalai (2546) on “The transfer of public health mission to local government organization: A Case Study of Chon Daen Districty, Phetchabun Province” in which he wrote that the local unit should manage its own budget and, at the same time, should be supported financially from the government. Since the transfer must be accomplished, there must be a budget to support the required operations and related projects concerning people's health. The government should allocate enough budget to local government organization in order to carry out the mission, and formulate rules and procedures regarding the transfer (Kovin Wiwatpongpun, 2545)

There was a delay in authority transformation or the delivery of missions regarding the transformation of sub-district health promotion hospital to the local government organization after the termination of the 2nd plan of the Act of Plan and Procedures Establishment on the decentralization towards local government organization B.E. 2542. The decentralization committee has prepared the 3rd plan to be approved by the cabinet and the enforcement. In this respect, there will be an establishment of a working group to prepare a transformation process. The Health Systems Research Institute (HSRI) conducted a research to evaluate the transformation of primary service unit to local government organization and alternative models for various operations in order to see the direction of decentralization towards local administration. The study found a number of problems such as budget and interests that are rooted in the Public Health Ministry causing a delay in the transformation. Besides, the unresponsiveness in providing services to the need and want of local people in term of the direct accessibility to the people becomes a major reason in the delay of transformation. This time-buying clearly represents problematic situation on decentralization in the Thai public administration system.

According to the literature review on the Thai organization of state administration after the change of government in B.E. 2475, the government at that time had policy guidelines to derive the new government regulations by having 3 components of government administration, say, central government administration, provincial administration of the state, and local government administration. To proceed with the idea, the 2 copies of acts, the State Administration of Kingdom of Siam Act B.E. 2476 and the Municipality Act B.E. 2476, were enacted. The evolution of state administration organization lay in its structure from the past time period up to the change of government in B.E. 2475 with its content in the determination of power and duty in the organization of public services between the state and local government organization and among local government organizations themselves. The effort was placed on the transformation of various missions being undertaken by the state to be dispersed. At the same time, the local government organization is being able to handle its own operations including budget appropriation and income generation to be suitable with the assigned missions based on government regulations of Thailand. It is understood that the Thai decentralization in the past was not considered as an authentic delegation with no genuine intention to give away the power. The government just wanted to bring peace into the country by having central officers to oversee the sub-urban area. The government organization based on the 2 mentioned acts had implied meanings in which, firstly, to reflect main idea of the People Party that would like to have an organization of state administration and, secondly, to derive other administrative models (Jakkrit Noranitphadungkarn, 2556).

For the past following years, Thailand has had no experience of a legitimate decentralization. What have happened in Thailand were articulated into a theory of centralization and decentralization. One of the most important events in the past was the government reformation during the rein of King Rama the 5th who graciously abolish the traditionalism. During that time period, the central government organization being known as Chatusadom (the 4 pillars of the Thai system of central executive governance during the Ayutthaya Kingdom, Thonburi Kingdom, and Rattanakosin Kingdom, from 1455-1892) had been changed into ministries, and for the regional area, the urban system had been changed into a county (Tet Bunnag, 2548). However, those changes were not in compliance with a real decentralization based on major principles of the discussion. The taken effort in the past turned to be a more power exclusiveness and in a centralized manner by having officers from the central government unit to oversee the local matters acting as ears and eyes of His Majesty the King in order to withhold the power. This type of government feature is in resemblance with French government that stresses centralization of power. The characteristics of Thai and French government have reflected in a form of an expansion from the central government unit into a regional government unit. Nevertheless, this said expansion was not directly delegated to the local administration (Chanchai Chitlaoarporn, 2552).

The suburban becomes a cause of many problems in searching for interests from powerful figures under the centralization management style. It is obviously clear that the central government administration, provincial administration, and local administration have their own important characters in the government administration. The local administration always has a relationship with the central state administration in a wide perspective. The change in the form of government including state policy has an impact on local administration. In vice versa, the changes in economy, politics, society, and health taken place in local area have a consequence on state administration in a holistic manner as well. The management system pertaining to decentralization is a major cause to propel other systems to proceed according to the constitution. This is a democracy that is accessible by the people. For the public health, it is used as a way to reform health condition of people in many countries. It is based on the belief that the changes in public health services can be done in terms of quality, efficiency, and benefit. Thailand is among the civilized and well developed countries that has proceeded with decentralization on public health services (Pokin Palakul and associates, 2538).

Anek Laothamatas (2542) mentioned that there are a number of steps in decentralization starting from the past, in this regard, there are also much more transformation of various missions into the local government organization. In a holistic picture, the local government organization is conformed to the legislation in many issues, such as occupation promotion, income generation, well-being, and the erection of infrastructure in forms of streets, electricity, water supply, governmental unit, way of life promotion, living, health, education, safety in life and property and others that are necessary to people. Due to rapid changing social situation, materialistic progressiveness, convenience, comprehensive utility system, social quality problem, an abundance of man-made resources have an impact on a large city that requires speed, accessibility, budget management, and a true understanding of the context, especially in the Nakhon Ratchasima province that is one of the biggest provinces in the country. The province occupies a large area with territory adjacent to many provinces. It is adjoining to Chaiyaphum and Khon Kaen in the north, Prachin Buri, Nakhon Nayok and Sa-kaeo in the south, Saraburi and Lop Buri in the west. Nakhon Ratchasima has the boundary that is in contact with many provinces. This reflects a wider administrative area in which it becomes number one in term of space and number two in the amount of population. This province has 1 provincial administrative organization, 1 municipality, 4 muang municipality, 85 sub-district municipalities, 243 sub-district administrative organizations. All of these create a diversity in the province of Nakhon Ratchasima in terms of economics, society, and religion. Therefore, this province is deemed appropriate to enjoy a decentralization on public health services immediately and rapidly.

The transformation of authority from the sub-district health promotion hospital to local government organization based on the constitution of kingdom of Thailand B.E. 2540 and B.E. 2550 has no progress. There is a seriously delay in the transformation of power. There are, nowadays, 9,000 sub-district health promotion hospitals all over the country and only 43 of them have been successfully transferred. This becomes a serious problem at both local and provincial level. In Nakhon Ratchasima province, there are altogether 435 sub-district health promotion hospitals (National Health Security Office, 2558) and none of them is being transferred. This represents a process or work method that is not based on academic principle or any other theory. There is no evidence available that the transformation would be soon possible based on the designated concept. In part, this delay is caused by the political stun in the country. In Thailand, there is less study upon the delay towards development of local government organization. The problem is less analyzed and discussed in order to find the cause of the delay. This problem has been existing since the change of government in B.E. 2475, up to the establishment of local government in the form of municipality in B.E. 2476, and to the establishment of district council. The political change in Thailand is not conductive to political development at the national and local level. The various coup d'etat in Thailand have overlaid and become an obstacle towards growth process in democratic regime. Since B.E. 2475, Thailand has experienced at least 12 coup d'etat. In each revolutionary attempt, it affects not only politics, government administration, policy and democratic process that have been halted but also paralyzes the local administration.

From the in-depth interviews with a group of chief executive officers and former chief executives officers in Nakhon Ratchasima province as well as in nearby provincial groups in northeast area, they provided s quite similar opinions concerning the need towards accessibility of public health services with rapidity and with no delay. This is to be in response to the trouble of local people promptly. These mentioned informants proposed that the solution guidelines on the transferring of power regarding public health services might start with the preparation of local budgeting in accordance with an annual budget ordinance. Moreover, there should be a training or meeting to explain management methods for the personnel and public health officers in order to understand the required work operation and to be ready to proceed with public health service performed by local government organization with efficiency. There should be also a provision of public health knowledge in order to develop work, personnel, and those related stakeholders. And last but not least, there should be a designation of orders and procedures in cooperation with public health workers regarding the transfer and service patterns.

CONCLUSION

The delay in authority transformation or the stasis of decentralization whether it is intentional or unintentional is considered as an unrighteousness in democratic regime. People and the democrats would like to see a decentralization towards local administration in a solid manner, not an abstract one, or being just a legislation but no enforcement. The development of public health through decentralization towards local administration is difficult to obtain since the tyrants in the ministry are buying time. They prefer a centralization to delegation based on an intention specified by the law. On top of that, there are so many coups in Thailand and, as a consequence, the country has so many copies of renewable constitutions. This incident emphasizes a feeble democratic system. And, most importantly, when there is a balk in a transformation process, the chance for a decentralization over the sub-district health promotion hospital being transferred to local government organization at the provincial level is believed to become only a flickering light.

The solution guidelines on transferring problems rest on 4 dimensions, saying, the management, budgeting, personnel, and asset issues. There should be 1) a training or meeting to clarify the management guidelines for the related personnel and public health officers regarding work to be done and the readiness of local government organization to handle the work with efficiency, 2) a support of public health knowledge in order to develop work, personnel, and stakeholders to be ready and responsible for the transfer, and 3) a formulation of clear and certain orders and procedures regarding the said 4 dimensions before the actual transformation happens.

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RESEARCH ON FISCAL AND TAXATION POLICIES TO PROMOTE THE COORDINATED ECONOMIC DEVELOPMENT OF CENTRAL YUNNAN

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ABSTRACT

By November 2015, China's urban population had reached 767.5 million, with an urbanization rate of 55.88 percent. China's urbanization and industrialization had entered a period of accelerated development. As China's all-round opening-up strategy, the "Belt and Road" initiative requires China, as the locomotive of world economic growth, to transform its capacity advantage, technology and capital advantage, experience and mode advantage into market and cooperation advantage, and to implement all-round opening up. Central Yunnan urban agglomeration is an important gateway for economic and social exchanges between China and South Asia and Southeast Asia.Promoting the coordinated development of the urban agglomeration in central Yunnan and opening up to the outside world is conducive to strengthening the cooperation between China and South Asia and Southeast Asia, better serving and integrating into the construction of "Belt and Road" in China. Under this international and domestic background, the conception and planning of Yunnan central Yunnan urban agglomeration is undoubtedly of outstanding theoretical and practical value for accelerating the adjustment of Yunnan's industrial structure, improving the passive situation of urban homogeneity competition, promoting the urbanization process of Yunnan, promoting the sound and rapid development of Yunnan's economy and society. However, due to historical and realistic reasons, there are still some restrictive factors in the practice of coordinated development of urban agglomeration in central Yunnan at present. For example, Kunming, the core city, has little radiation effect on the surrounding areas, and the industrial transfer between urban agglomerations is more difficult; some provisions in the current fiscal and taxation policies have aggravated the expansion of the regional economic gap and so on. Therefore, it is necessary to sort out the problems faced by the coordinated development of the central Yunnan urban agglomeration, to narrow the gap of economic development and to promote the adjustment of industrial structure by perfecting the national fiscal and taxation policy and the regional fiscal and taxation policy of our country. For the coordinated development of central Yunnan urban agglomeration to provide a good help.

On the basis of analyzing the present economic situation of the urban agglomeration in central Yunnan, this paper discusses the existing obstacles to the coordinated development of the urban agglomeration in central Yunnan based on the goal of overall optimization of the region.

Keywords: Central Yunnan urban agglomeration; Regional economy; Fiscal and taxation policy

INTRODUCTION

1.1 Background and significance of topic selection

1.1.1 Background of topic selection

In the process of urbanization, due to factors such as geography and resource endowments among different cities in a certain area, the differentiation of the dominant Chen Ye and the refinement of urban functions have led to the adjustment of the law enforcement of the industrial chain and urban functions of each city. Supplement, and is closely connected in economic, political and cultural aspects, so that some cities with different functions form a group and become an urban agglomeration. Urban agglomerations are huge, multi-core, multi-level city groups formed by agglomeration of several megacities and large cities that are concentrated geographically, and are a combination of metropolitan areas. Scholars have various expressions of the concept of urban agglomerations, but their understanding is similar, that is, urban agglomerations are composed of multiple cities, and they are more and more closely related to each other. They work together on regional development and can produce huge agglomeration economic benefits The advanced phenomenon of regional spatial morphology. The National Eleventh Five-Year Plan also clearly stated: "The development of urban agglomerations will be the main form of urbanization in China." In the report of the 19th National Congress of the Communist Party of China, it was clearly stated that urban agglomerations should be the main body. The "Central Yunnan Urban Agglomeration (2009-2030)" officially released at the end of 2011 marked the establishment of the Central Yunnan Urban Agglomeration. On July 22, 2020, the People's Government of Yunnan Province issued the "Development Plan for Central Yunnan Urban Agglomeration", clarifying that the cultivation and development of the central Yunnan urban agglomeration must actively serve and integrate into the national development strategy, follow the development law of the urban agglomeration, and clarify the functional positioning and Development goals, to give full play to advantages, make up for shortcomings, strengthen coordination, and build China's gateway city clusters open to South Asia and Southeast Asia. The urban agglomeration in central Yunnan includes the entire territory of Kunming, Qujing, Yuxi, Chuxiong Prefecture and 7 counties and cities in the northern part of Honghe Prefecture. There are 49 counties, cities and districts in total, with a land area of 111,400 square kilometers and a permanent population of 2,127 at the end of 2018 10,000 people, with a regional GDP of 1.02 trillion yuan, accounting for 28.3%, 44.1%, and 61.6% of the province's total. It is the region with the highest level of economic development in Yunnan Province. It is also the region with the most complete infrastructure and the best development foundation. The region with the best prospects is located at the intersection of the "One Belt, One Road" and the Yangtze River Economic Belt. It is an important part of the country's "two horizontal and three vertical" urbanization strategy. It is a key area for the development of the western region and is open to the country. It has an important strategic position in the structure. Even so, there is still a big gap between the central Yunnan urban agglomeration and other domestic urban agglomerations. According to the "Report on the Competitiveness of China's Urban Agglomerations", the central Yunnan urban agglomeration ranks behind 20 in several rankings, and the regional GDP and per capita GDP of the central Yunnan urban agglomeration rank 17th among the 19 urban agglomerations in the country. . Correspondingly, the development of core cities and surrounding cities in the central Yunnan urban agglomeration is also not coordinated, and there are two main problems. On the one hand, there is the issue of homogeneity in industrial deployment. Among the 26 industries proposed by the prefectures in the central Yunnan urban agglomeration, 18 industries are similar to each other. This kind of industrial homogeneous and homogeneous development not only makes it difficult to gather elements to maximize the benefits of regional development as a whole, but also may lead to regional surplus in production capacity, and competition in the same industry or even vicious competition in the market. On the other hand, it is the contradiction between the requirements of market integration and the administrative needs of the region, which restricts the cooperation and development of the prefectures in the central Yunnan city group. In the process of promoting regional coordinated development, finance, as the foundation and important pillar of national governance, will provide an important guarantee for regional coordinated governance. Fiscal and taxation policies have long been an important means used by governments of various countries to regulate and control the economy. It not only has a good smoothing effect on the ups and downs of the macro economy, but also plays a vital role in the improvement of the industrial structure and the balance of the regional economy. Naturally, there are differences in resource endowments, geographic locations, and policy tendencies among regions. Under the action of market mechanisms, capital, labor, and technology flow to regions with high rates of return, resulting in differences in economic development between regions. Certain regional economic development differences are inevitable and acceptable, but if such differences are allowed to expand further, it will lead to the emergence of the "Matthew Effect" in regional economic development. The impact of fiscal and taxation policies on the regional economy is mainly manifested as: in accordance with the government's regional economic development strategy, guide population, capital, technology and other resources to achieve structural configuration and layout among different regions, so as to promote the economic development of each region. Through continuous innovation and improvement of the fiscal and taxation system, the establishment of a fiscal and taxation system that is conducive to regional coordination, and the effective use of the basic guarantee of the fiscal and taxation system can provide the necessary material foundation and system guarantee for the coordinated development of the region. However, the current fiscal and taxation policies of the central Yunnan urban agglomeration are not perfect. Therefore, from the perspective of fiscal and taxation policies, this article studies its effect on the coordinated development of the central Yunnan urban agglomeration, which is realistic for improving the economic development of central Yunnan and even the entire Yunnan Province. significance.

1.1.2 Research significance

(1) Theoretical significance

Regional coordinated development is a regional development method based on a new development concept. It not only requires a comprehensive adjustment of the way of resource element allocation, the way of governance of regional issues, and the thinking of regional development, but also a comprehensive system of regional policy tools. The fiscal and taxation policy is an extremely important part of the regional policy tools, but the fiscal and taxation policies are almost blank in the development of the central Yunnan urban agglomeration. This article is based on the background of the coordinated development of the central Yunnan urban agglomeration, and explores the fiscal and taxation policies in it. It can play a role and put forward some opinions and suggestions to deal with existing problems, in order to promote the coordinated development of the urban agglomeration in central Yunnan and the improvement of the fiscal and taxation system to a certain extent, and play a role in inducing future research.

(2) Practical significance

At present, the coordinated development of the central Yunnan urban agglomeration is in a period of opportunity. The state has made it clear that Yunnan should take the initiative to serve and integrate into the national development strategy, break a path of leapfrog development, and strive to build Yunnan into a demonstration zone for ethnic unity and progress, a pioneer in ecological civilization construction, and facing South Asia. The Southeast Asia radiation center has pointed out a new direction for the development of the central Yunnan urban agglomeration, but the fiscal and taxation policies need to be further improved. Exploring and studying the fiscal and taxation policy coordination issues in the coordinated development of the central Yunnan urban agglomeration will help to put forward targeted policy recommendations, use effective and effective fiscal and tax tools to narrow the economic gap of the central Yunnan urban agglomeration, and improve the industrial co-ordination of the central Yunnan urban agglomeration Issues such as construction and vicious competition, interregional market segmentation and local protection, insufficient interregional supply of public goods, polarization between the rich and the poor and ecological deterioration, competition for political performance and repeated construction, etc., to optimize the systemicity and linkage of economic development.

1.2 Theoretical basis

1.2.1. "Voting with feet" theory

Tiebout (1956) built a model of tax competition and concluded that local governments' adoption of tax competition would improve government efficiency, and individual "voting with their feet" would lead to an increase in the efficiency of government fiscal revenue and expenditure, so as to achieve tax collection and public provision. Balance between services. The increase in local fiscal expenditures will provide better public services in the local area, which will not only increase the local net migration rate, but also reduce the net migration rate of neighboring areas, which may lead to the convergence of population and fiscal policies in neighboring areas. . This is extremely detrimental to the coordinated development of an urban agglomeration. Therefore, when formulating policies for the supply of public goods and the introduction of talents in different regions, they should pay attention to using their own resource endowment advantages and spatial location advantages to provide a better business environment and government reputation to improve the efficiency of financial resources; attention should be paid to fiscal policies and policies. The overall coordination and cooperation between environmental, industrial and other policies form location characteristics and reduce spatial feedback effects.

1.2.2 Growth pole theory

Around 1920, developed countries such as the United Kingdom and the United States entered a structural recession economic cycle, and regional economic development showed an uneven situation. Many countries have taken measures to deal with these situations, but there are still some areas unable to break through the predicament, population outflow and industrial migration, making the imbalance of regional development even more prominent. So French economist Perroux (1950) conducted extensive research on this economic situation and put forward the theory of growth poles. He believed that economic growth in different sectors, industries or regions is often unbalanced. Certain leading industries or enterprises with innovative capabilities gather and prioritize their development in some regions or cities, thus forming a "growth pole", which drives the rapid development of other industries through externalities and a series of multiplier effects. Peru attributed this polarization effect to technological innovation and diffusion, capital concentration and output, economies of scale and economic benefits of agglomeration. This theory provides theoretical support for the government to promote the development of backward areas through intervention. Regional economic development is firstly driven by growth poles to achieve regional coordinated development. Therefore, we should focus on cultivating economic growth areas and achieve regional coordinated development through growth poles. Afterwards, the Swedish economist Gunnarmyrdal further enriched and developed this theory to a certain extent. His circular economy causality theory pointed out that various influencing factors in economic and social development are interrelated and mutually causal. The interaction of these factors ultimately leads to a negative feedback trend of cumulative growth or cumulative decline in economic growth, and market forces generally tend to increase rather than decrease regional differences. It also pointed out that the government's intervention role should be played more in promoting the coordinated development of the region. When conducting research on the coordinated development of urban agglomerations in central Yunnan, Kunming can be regarded as a regional growth pole based on the polarization and diffusion effects of the growth pole theory. Growth poles were developed first in areas with relatively rapid economic development, which led to the relatively slow development of surrounding areas. Kunming should promote the economic development of Qujing, Chuxiong, Yuxi and other cities, but the reality has not achieved this effect. Therefore, it is necessary to focus on the flexible application of the growth pole theory to promote the coordinated development of the central Yunnan urban agglomeration.

RESEARCH METHODOLOGY

2.1 Research methods

(1) Comparative analysis method This paper takes comparative analysis as one of the main research methods. Aiming at the current development status and existing problems of Central Yunnan's cities, this paper compares the coordinated development process and fiscal and taxation policies of well-known urban agglomerations at home and abroad. Put forward new and innovative suggestions and opinions.

(2) Documentary data method In terms of data collection, this article summarizes tax-related data in the Yangtze River Delta from statistical yearbooks such as the 2017-2019 China Statistical Yearbook, the 2011-2016 China Tax Yearbook, and the 2020 Yangtze River Delta Urban Agglomeration Development Plan. Consult the research works, various books, journals, magazines, academic papers, and dissertations related to regional coordinated development and the coordinated development of major urban agglomerations at home and abroad for comprehensive theoretical combing; collect domestic plans and plans for the central Yunnan urban agglomeration Research on the classification and classification of the policy documents, statistics, research reports, leadership speeches, etc., to explore how fiscal and tax policies can better contribute to regional coordinated development.

2.2 Innovation

From the perspective of the research scale, most of the existing studies have explored new ways and new models for the coordinated development of China's three major regional economies from the perspective of the uneven economic development of my country's eastern, central, and western regions. However, there are few studies on the differences in economic development within the urban agglomerations in central Yunnan, and most of them focus on some macro-theoretical expositions. Therefore, this article selects the central Yunnan urban agglomeration as the research object, collects data to conduct an in-depth study on the unbalanced development of the regional economy, and puts forward some feasible suggestions from the perspective of fiscal and taxation policies on this basis, in order to promote the coordinated development of the central Yunnan urban agglomeration. And provide ideas for the government to formulate corresponding measures.

2.3 Difficulties

(1) Difficulties in collecting literature. Due to the slower development of the central Yunnan urban agglomeration compared to other domestic urban agglomerations, the development is not representative. There are few documents on the coordinated development of the central Yunnan urban agglomeration, and there are almost no fiscal and tax policies for its coordinated development. There are many theoretical analyses. It is tested in practice.

(2) Constrained by the theoretical level and the ability to collect data, the collected fiscal and taxation policy problems of the central Yunnan urban agglomeration are limited, especially in some local policy formulations, there are still many shortcomings, and the fiscal and taxation policies studied are also effective in their implementation. Both the breadth and the depth of the media are flawed. Although this is a shortcoming of this article, it can also be used as a direction for further research in the future.

3.Overview of the economic development and fiscal and taxation policies of the central Yunnan urban agglomeration

It has been 25 years since the idea of "Central Yunnan Urban Agglomeration" was put forward. However, there has not been any substantial progress in the economic cooperation and industrial complementarity between the cities. The analysis shows that the development of the cities in the central Yunnan urban agglomeration is mostly based on local interests, and their own governance. Industrial development is limited to the development and utilization of local resources. The industrial structure is homogenous and the financial resources of various regions are very different. The application of fiscal and taxation policies is indispensable for realizing the coordinated economic development of the central Yunnan urban agglomeration.

3.1 Basic status of the central Yunnan urban agglomeration

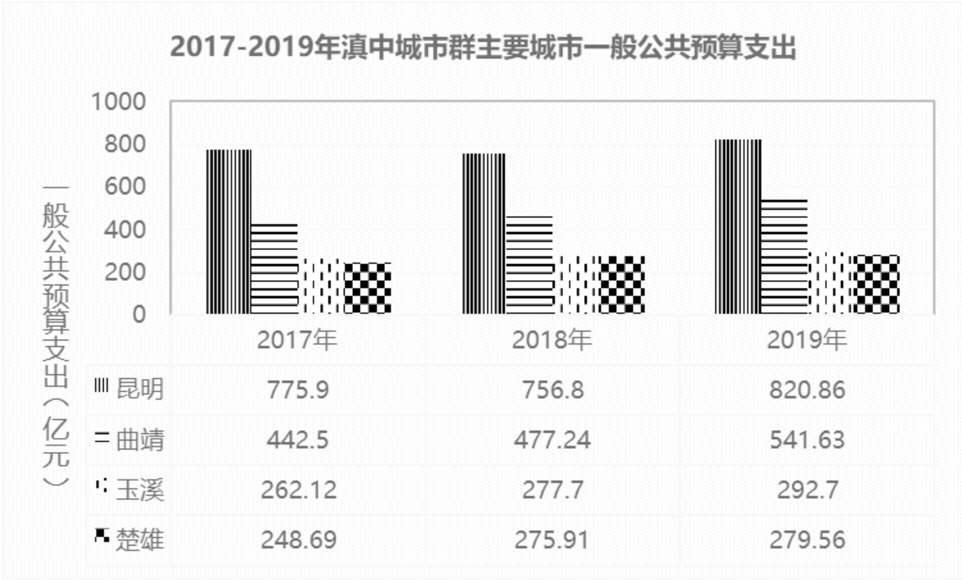
In 2018 and 2019, the total GDP, per capita GDP and the proportions of the three industries of Kunming, Qujing, Yuxi and Chuxiong Prefecture of the major cities in the central Yunnan urban agglomeration are shown in Tables 1.1 and 1.2. In 2019, the regional GDP of the central Yunnan urban agglomeration reached 1.45 trillion yuan, accounting for 62.6% of the province's total. According to data analysis and data access, Kunming is the only one among the four cities to rank among the top 100 cities in GDP in the country, ranking 39th in 2018 and rising to 31st in 2019. In addition, Kunming’s GDP accounts for 1/3 of the province’s total GDP. Although this reflects its status as a core city in Yunnan, it also reveals that the development of other places is lagging behind, and the province’s economic development is too dependent on Kunming’s economic development. Short board. For example, in 2019, the GDP of Qujing, Yuxi, and Chuxiong ranked 105th, 143rd, and 205th respectively among cities across the country. Compared with Kunming’s 31st, the gap is very large, which also shows this from the side. Question: Based on the permanent population, Kunming’s per capita GDP in 2019 reached 93,853 yuan, an increase of 5.2% over the previous year, and ranked 51st in the country; Qujing’s per capita GDP in 2019 reached 42,774 yuan, The largest increase in the four cities was 9.1%, but the absolute value was the lowest among the four cities, ranking 202 in the country, and also far behind Yuxi City and Chuxiong Prefecture; Yuxi City’s GDP per capita in 2019 was 81,667 Yuan, an increase of 6.6% over the previous year, ranking 74th in the country, second only to Kunming in the central Yunnan urban agglomeration; the per capita GDP of Chuxiong Prefecture in 2018 was 37,303 yuan, and it reached 45,499 yuan in 2019, with an increase of respectively 10% and 8.9%, the growth momentum is strong, but the gap with Kunming and Yuxi is still very obvious;

3.2 Current fiscal revenue and expenditure

From the perspective of local public fiscal budget revenue, from 2017 to 2019, except for Yuxi's decline in local fiscal revenue in 2019, the other three cities all showed an upward trend. Kunming's local fiscal revenue in 2019 was 63.003 billion yuan, a growth rate of 5.8%, and its total revenue ranked first in the province; Qujing City's local fiscal revenue in 2019 was 14.907 billion yuan, a growth rate of 5.1%, and its total revenue ranked in the province Second: Yuxi City's local fiscal revenue in 2019 was 13.33 billion yuan, down 6.5%, and its total revenue ranked fourth in the province. The local fiscal revenue and per capita fiscal revenue of the four cities from 2017 to 2019 are shown in the following figure:

2017-2019 Local Public Finance Budget Revenue of Major Cities in the Central Yunnan Urban Agglomeration

From the perspective of fiscal expenditures, the fiscal expenditures of the four major cities in the central Yunnan urban agglomeration have increased to varying degrees from 2017 to 2019. In 2019, Kunming’s fiscal expenditure was 82.086 billion yuan, an increase of 8.5% over the previous year; among them, people’s livelihood expenditure was 61.858 billion yuan, accounting for 75.4% of the city’s general public budget revenue, and the per capita fiscal expenditure was 11,800 yuan; Qujing City in 2019 The fiscal expenditure was 54.163 billion yuan, an increase of 13.5% over the previous year. The annual expenditure on education was 12.475 billion yuan, social security and employment expenditures were 6.602 billion yuan, and health care expenditures were 5.952 billion yuan, an increase of 1.9%, an increase of 1.9%, and an increase of 11.9%. The fiscal expenditures of Yuxi and Chuxiong in 2019 were 29.27 billion yuan and 27.956 billion yuan, an increase of 5.4% and 1.1% respectively over the previous year. From these data and graphs, it can be found that Kunming's financial capacity far exceeds other cities.



Per capita fiscal revenue of major cities in the central Yunnan urban agglomeration in 2017-2019

3.3 Current status of taxation scale

From the horizontal comparison of the urban agglomerations in central Yunnan, Kunming and the other three prefectures have a significant imbalance in the level of economic development and the scale of taxation. In 2019, the regional GDPs of the four cities were 520.69 billion yuan, 20.136 billion yuan, 149.3 billion yuan and 104.2 billion yuan, and tax revenues were 50.925 billion yuan, 10.915 billion yuan, 7.6 billion yuan and 5.406 billion yuan, respectively. The proportion of total regional tax revenue is 68%, 15%, 10%, and 7% respectively. The taxation scale of Kunming City is 4.53 times that of Qujing City, 6.8 times that of Yuxi City and 9.71 times that of Chuxiong Prefecture.

The scale of taxation is a barometer of the economic development of a region. In general, the tax revenue status should be consistent with the economic situation of the region. However, through the analysis of the economic aggregates of the four cities in the central Yunnan urban agglomeration, the proportion of Kunming's economic output in the four cities in the central Yunnan urban agglomeration in 2019 is 53%, which is higher than its tax revenue to the four cities. The proportion of 68% is about 15 percentage points lower, indicating that it may be a net inflow of tax revenue; and the tax revenue of the three cities of Qujing, Yuxi, and Chuxiong accounted for the total tax revenue of the four cities in the central Yunnan urban agglomeration. Both are smaller than the proportion of the city's economic volume to the total economic output of the four cities in that year, indicating that the three cities are all horizontally net tax outflows. This also shows that there is a real problem of uneven horizontal tax distribution within the central Yunnan urban agglomeration. Taxation is one of the main sources of fiscal revenue. The more developed the economy and the wider the tax source, the more sufficient fiscal sources will be. The government also has more funds for strengthening infrastructure construction, investing in science, education, culture and health, and improving people's livelihood, which can attract more More labor force came to work, which promoted economic development. Economic development will also drive the prosperity of other fields such as real estate, thereby providing more sources of government revenue. In this cycle, talents, technology, and capital will continue to gather in developed areas, which will cause the expansion of regional development gaps and lead to Kunming's "siphoning" effect on other cities in the central Yunnan urban agglomeration.

3.4 Current fiscal and taxation policies in the central Yunnan urban agglomeration

The "Master Plan for the Integrated Development of the Central Yunnan Urban Economic Circle (2014-2020)" promulgated in 2014 proposes six integrations: infrastructure, industrial development, market system, basic public services and social management, urban-rural construction integration, ecological environmental protection Integration, the current fiscal and taxation policies are mainly reflected in the fiscal investment, fiscal subsidies and tax incentives in these areas.

Regional coordinated development objectively requires that all regions have the same level of public infrastructure, and in the construction of infrastructure, fiscal expenditures play an irreplaceable role. In terms of transportation, a modern comprehensive transportation network centered on Kunming has taken shape. At the beginning of 2020, the Yunnan Provincial Development and Reform Commission revised and improved the "Planning Study on the Intercity Railway Network of the Central Yunnan Urban Agglomeration" compiled in 2016. It is proposed to take Kunming as the core to form an overall layout of "one ring, four shots and five joints" + "two cities area line". The planned total mileage is 2316km, including 2126km of intercity railway and 190km of urban railway. The "first ring" is Luliang-Qujing, Qujing-Xundian, Xundian-Wuding, Nanhua-Yongren, Chuxiong-Yuxi, Yuxi-Mile, Maitreya-Shizong, and "Four Shots" is Kunming-Chuxiong-Dali , Kunming-Luliang-Luoping, Kunming-Yuanmou, Kunming-Yuxi, "Five Lian" is Dali-Lijiang, Luoping-Xingyi, Yuanmou-Panzhihua, Qujing-Xuanwei-Liupanshui, Yuxi-Xinping-Lincang, "Two "City area line" refers to the city area railway line around Dianchi Lake and the Anning-Songming city area railway line. In other respects, the level of energy security has been significantly improved, the development of power sources has progressed in an orderly manner, the main power grid has been continuously improved, breakthroughs have been made in the construction of oil and gas pipelines, and the China-Myanmar natural gas pipeline has been completed and put into operation; form.

In the integration of industrial development, we will focus on accelerating the industrial layout of the new industrial zone in central Yunnan, and accelerate the cultivation of high-tech industries and strategic emerging industries with the construction of key industrial parks as the starting point. Vigorously develop modern farms. Provincial boutique manors such as Chucheng Manor and Yuxi Manor have begun to take shape. Kunming City, Qujing City and Dianzhong Industrial New Area have increased their investment in the construction of socialized and modern circulation infrastructure to increase the scale of commercial circulation. Kunming Luojiawan International Trade City, ASEAN Trade Port Phase I and Phase II have been completed, and projects such as the Tuodong Dacheng Central Business District are progressing in an orderly manner. Relying on good location conditions, Qujing City is speeding up the construction of comprehensive logistics parks such as Qilin Xiaopo, Luohan Mountain and Malong, and vigorously developing third-party logistics. The Dianzhong New Industry Zone actively promotes the construction of commercial circulation platforms such as the airport's airport trade zone, logistics park, comprehensive bonded zone, Anning Nanya Land Port, and Songming Logistics Park.

From the overall plan for integrated development to the development plan for the central Yunnan urban agglomeration, both fiscal, taxation, and financial policies are drafted and improved, protected and constructed for restricted development zones and prohibited development zones, and implemented transfer payments for ecological environment compensation. Great support for strategic emerging industries and circular economy, low-carbon economy and reforms in key areas. The harmony and efficiency brought about by the cooperation between the two. And upgrading; through financial investment, provide financial support for major infrastructure projects; through fiscal subsidies, transfer payments and other fiscal expenditures to improve market competitiveness and welfare in backward areas, and balance regional economic development; fiscal expenditures, budgets and other fiscal policy tools can be effective Play an active role in protecting people's livelihood and promoting the equalization of public services.

4.Fiscal and tax policy factors restricting the coordinated economic development of urban agglomerations in central Yunnan

Regional fiscal and taxation policies can mobilize the enthusiasm of various stakeholders and guide the flow of capital, labor, technology and other elements. It is an important means to balance the economic interests of various regions and ensure the coordinated development of regional economies. However, the current fiscal and taxation policies still have some shortcomings, and the fiscal decentralization system is not perfect. Not only can the urban agglomerations in central Yunnan that are in relatively backward areas develop coordinately, it will stimulate the economic growth of the southwest region and narrow the gap with the southeast coastal areas. On the contrary, the fiscal revenue gap between the governments in the urban agglomeration has increased, development lacks cohesion, and it is even more difficult to achieve coordinated development. Mainly manifested in several aspects such as the restriction of the tax-sharing system, the imperfect set of taxes, and the insufficient coverage of transfer payments.

4.1 Restrictions of the tax-sharing system

The issue of the decentralization of fiscal and taxation under the tax-sharing system has led to the phenomenon of "divergence" between taxation and tax sources in certain areas, leading to agglomeration of tax revenues in developed regions, particularly in terms of value-added tax and corporate income tax:

4.2 Absence of the main tax types of local taxes

At present, my country is implementing direct matching of financial resources and powers, and deepening the reform of the tax-sharing system. Some taxes that originally belonged to local taxes have been abolished, such as agricultural tax, slaughter tax, specialty tax, and business tax. Inheritance tax should be a local tax, but it has not yet been levied. After the "VAT reform", business tax, which is the main local tax, withdrew from the historical stage. New local main taxes have not yet been established. Local taxes have dropped on a large scale. Local governments' financial resources cannot be guaranteed, and local finances will rely more on them. The central government's unified deployment makes it difficult to resolve the issues of inversion of powers and taxation powers and financial powers, which is not conducive to improving the efficiency of local fiscal expenditures.

4.3 Lack of fiscal and tax benefit sharing mechanism

Innovating the fiscal and tax sharing benefit mechanism between municipalities will help reduce tax disputes, improve the efficiency of industrial transfer, narrow the gap in regional economic development, and form a stable and balanced regional fiscal and taxation structure. However, as of now, there are still many institutional obstacles to the sharing of financial and tax benefits across regions, which need to be straightened out at the legal system level and in practice. As for the central Yunnan urban agglomeration, the main reasons for not establishing a fiscal and tax benefit sharing mechanism are the lack of top-level design, the serious homogeneity of industries across regions, and the lack of a horizontal transfer payment system;

5. Financial and taxation policy experience and reference for the coordinated development of regional economy at home and abroad

Regardless of whether it is developed or developing, unbalanced economic development is an objective phenomenon. There are always relatively developed and relatively backward economic gaps between regions. This gap intensifies social inequality. When it accumulates to a certain level, it is easy to induce social unrest and ethnic conflicts, conflicts between regions, and the intensification of conflicts between the central and local governments. . Various fiscal and taxation policies formulated by various countries in promoting the coordinated development of local and regional economies have achieved remarkable results. Therefore, compare and draw on the successful experience of foreign countries to adjust regional fiscal and taxation policies for various regions and urban agglomerations in our country to promote the coordinated development of regional economies Has important guiding significance.

5.1 Lessons from the fiscal and taxation policies of Tokyo Metropolitan Area, Japan

The development of the Tokyo Metropolitan Area has gone through three stages. The first stage was the economic recovery period from 1945 to 1955 after World War II. Japan's economy was chaotic and prices soared. Due to its special geographical location, political and economic center status, Tokyo naturally became the metropolitan area. The super core cities in China, but soon faced a series of urban problems such as traffic congestion, insufficient infrastructure, and deterioration of the living environment. The focus at this stage is mainly to promote the emergence of core cities and the construction of inter-city infrastructure; the second stage During the 18 years from 1955 to 1973, Japan's economy grew rapidly, and the Tokyo metropolitan area entered a period of accelerated expansion. The suburbanization of core cities was obvious. At the same time, with the adjustment of industrial structure, industrial transfer became the norm; the urban functions of sub-core cities And the status was formed, and it began to undertake core urban functions and industrial transfer, with the focus on internal development and external expansion. But at the same time, the development of the Tokyo metropolitan area also has problems such as environmental pollution, over-density and over-sparseness, and "one-pole concentration". The concentration of population and industries in core cities is too high, causing urban problems and the loss of economic vitality in sparse areas. Based on this, the development of the Tokyo circle has entered the third stage: comprehensively coordinate the development of cities in the circle. At this stage, the Japanese government implemented a large number of fiscal and taxation policies to cultivate new growth poles, guide the development of sub-core cities, promote industrial adjustment and re-distribution, effectively alleviate the over-concentration of central city functions, and break through the "unipolarity". The development bottleneck of "dependence" has also achieved the goal of balanced, orderly and coordinated development of the entire Tokyo metropolitan area through the development of multiple independent metropolitan areas. The fiscal and taxation policies implemented in this process have high reference significance for the coordinated development of the urban agglomeration economy in central Yunnan.

5.1.2 The fiscal and taxation policies and effects of Tokyo Metropolitan Area, Japan

In order to promote the development of the Tokyo metropolitan area, the Japanese government attaches great importance to the construction of an integrated transportation system. In order to support the construction of public infrastructure such as highways and airports, the Japanese government has designated special taxes and reserved part of the funds for these departments as construction funds. In terms of highway construction, the volatile oil tax has been used as a source of funds for highway construction since 1954, and at the same time 80% of the 75% of the vehicle weight tax revenue that the central government enjoys is invested in highway construction. The central government directly invests in highways, railways, airports, ports, etc. through relevant provinces and departments and development and construction corporations, and builds transportation covering the metropolitan area through large-scale construction of Shinkansen railways, expressways, airports, ports, and information and communication infrastructure Communication network, and build production and service facilities to match it, and at the same time strengthen the construction of social living facilities and environmental protection projects.

5.1.3 Adopt corresponding preferential tax policies

In order to enhance the intention of enterprises in the Tokyo metropolitan area to thoroughly implement the government's industrial adjustments, the Japanese government has formulated special tax laws and new taxation measures for relatively backward areas in the Tokyo metropolitan area to enable them to enjoy preferential treatment such as tax reduction and exemption. The new special tax measures include tax-free reserves and special fund systems. For companies' bad debt reserves, special funds for retired wages, and low water reserves for power clubs, all of them are recognized as exempt or reduced taxes for business expenses; at the same time; For certain industries encouraged by the government, such as important machinery, machinery for development and research, and machinery and equipment for new technology enterprises, the tax law provides for a depreciation rate that is much higher than the general depreciation rate; in terms of special tax law, the establishment of export income The special tax rebate system and export loss reserves encourage exports. In terms of comprehensive building tax, the comprehensive building tax of the relocated factory can be reduced by 10% in the guidance area, and the relocated factory can retain 10% of the total profit as compensation for losses. The retained and reduced part can be used to purchase land, residential areas, etc. in the guidance area , While large companies move from cities to remote areas, business tax, real output income tax, fixed asset tax, etc. can be reduced or exempted; these policies are determined in legal form in Japan's "Industrial Revitalization Law", which guarantees the policy to the greatest extent The effectiveness and effect of this area has actively promoted the adjustment of industries in the area.

5.1.4 Improve the structure of the transfer payment system

In addition to formulating direct investment policies and taxation policies, and moderately reducing the actual tax burden of backward areas, the Japanese government has paid more attention to the use of tax revenue distribution methods. Large-scale transfer payments have alleviated the financial difficulties of backward areas and promoted economic construction in backward areas. , Narrowing the economic gap between regions. In order to ensure the efficiency and pertinence of policy measures, the Japanese government divides fiscal transfer payments into two different categories: unconditional transfer payments and conditional transfer payments. The method of unconditional transfer payment is to compare the national average level of various provinces and regions according to certain indicators, thereby determining a comprehensive index. The size of the comprehensive index will determine the amount of unconditional transfer payment; conditional transfer payment is mainly used for backwardness The main method of providing subsidies by provinces and regions is to withdraw a certain proportion of funds from each tax category, first calculate the difference between local demand and income, and if the calculated amount of payment is negative, there is no need to transfer payment to the region ; If the required payment is a positive number, a transfer payment will be made to the area to support local infrastructure construction, including general subsidies, special factor subsidies, temporary special subsidies, and project-specific subsidies. Finally, real-time observation and adjustment of the transfer payment system. If the local payment is too large and it is difficult to obtain full subsidy through transfer payment, the local government can take measures to increase the tax utilization rate and reduce unnecessary expenditures; local payment needs When it is too small, the extra transfer payment will not be recovered, but will be treated as a special tax payment for emergencies.

5.1.5 Establish a fiscal investment and financing system

The Tokyo Metropolitan Area in Japan is a model of the financial policy investment and financing system in its development. Its main characteristics are reflected in two aspects: the source of funds and the use of funds. Fiscal investment and financing activities are implemented through government financial institutions, which guarantees the stability of the sources of fiscal investment and financing funds and the authority of the government in their use; secondly, these financial institutions give priority to policy purposes in the loan application, and only apply to private financial institutions. Loans are made in areas where funds are insufficient, risks are feared, and the benefits are not large, and the interest rate is low and the maturity is long, which guarantees the financial support of backward areas. Since fiscal investment loans are credit funds guaranteed in the name of the state and need to repay the principal and interest at maturity, these funds are mainly invested in companies that can generate business income, and specifically are mainly to provide long-term funds to various public treasury and public corporations. Low-interest loans. In terms of amount, financial investment loans are mainly invested in infrastructure construction, in which living infrastructure and productive infrastructure account for a similar proportion. The "Law on Emergency Measures for Road Improvement" promulgated in 1953 proposed the levy of a "purpose tax", and the "Capital Expressway Corporation Law" promulgated in 1959 proposed a public development model for road construction, thereby ensuring the source of financial funds for road construction. The construction of road traffic facilities; and the "Residential Finance Public Treasury Law", "Public Housing Law", "Residence Public Corporation Law", and "New Residential District Development Law" promulgated from 1950 to 1963 also provide for housing development. A series of preferential policies have been put forward, and a model for the development of residential complexes has been proposed.

On the whole, Japan's tax-sharing system and its fiscal transfer payment system have played an important role in realizing the vertical fiscal balance between the central and local governments and the horizontal fiscal balance between various regions. First, the scope of responsibilities between the central and local governments is very clear and regulated in accordance with constitutional principles; then, on this basis, the fiscal powers of governments at all levels are determined, including taxation division, fund allocation, and expenditure transfer. Second, the division of central and local taxes should be coordinated with the distribution of government functions as much as possible to ensure that local governments have stable tax sources that are compatible with their own powers. This institutionalized, standardized, and legalized distribution method can to a large extent avoid the interference of human factors on fiscal transfer payments and regulate the fiscal relationship between the central and local governments.

5.2 Fiscal and tax policies and effects in the Yangtze River Delta

5.2.1 Overview of the Yangtze River Delta

On December 22, 1982, the State Council issued a notice officially establishing that the scope of the Shanghai Economic Zone is centered on Shanghai, including 9 cities in the Yangtze River Delta, including Suzhou, Wuxi, Changzhou, Nantong, Hangzhou, Jiaxing, Huzhou, Ningbo, and Shaoxing. This is the earliest prototype of the Yangtze River Delta. After years of rapid development, the Yangtze River Delta urban agglomeration has achieved a GDP accounting for 23.49% of the country on the basis of a total area of 3.74% of the country and a permanent population of 16.15% of the country. The integration model. The Yangtze River Delta is one of the most densely distributed development zones in my country. Among them, there are a large number of state-level industrial economic and technological development zones and high-tech industrial development zones, with a large economic scale, which has a significant potential impact on the economic development of the region, especially the industrial drive. Rough statistics show that the number of development zones and export processing zones above the provincial level in the entire Yangtze River Delta has reached about 58. The Yangtze River Delta has become an important base for the world's manufacturing industry. The fiscal and taxation policies are proficient and worthy of reference.

5.2.2 Fiscal and tax policies and effects of the Yangtze River Delta urban agglomeration

At present, the Yangtze River Delta region has established a regional cooperation mechanism of "three-level operation, unified and separated integration" involving Shanghai, Jiangsu, Zhejiang and Anhui provinces and one city. It has formed 12 thematic cooperation groups as the basis, with rotating parties taking the lead in implementation, and joint cooperation. Work network. In January 2018, 15 people from the three provinces and one city were assigned to form the Yangtze River Delta Regional Cooperation Office, which implements a joint centralized office in Shanghai. It is mainly responsible for organizing and studying major issues in regional integrated development, drawing up relevant plans and plans, and proposing regional cooperation. Major issues and relevant policies and measures are recommended, and thematic cooperation in key areas is supervised, and the cooperation and development of the Yangtze River Delta will be coordinated to promote the operation of the Yangtze River Delta Cooperation and Development Fund and the Yangtze River Delta website. Matters assigned. The main leadership forum in the Yangtze River Delta, as the decision-making layer combining "three-level operation, unified and decentralized", is the highest decision-making mechanism for the integrated development of the Yangtze River Delta. Held every year as planned and attended by the secretaries and governors of the three provinces and one city, the provincial (city) committees and governors of the three provinces and one city, to summarize and exchange the results of the three provinces and one city in promoting the coordinated economic and social development of the Yangtze River Delta, and analyze the situation facing the Yangtze River Delta regional cooperation in depth. , In-depth discussion of relevant topics, signing of multilateral work agreements, etc.

In accordance with the requirements for the coordinated construction of an integrated comprehensive transportation system in the "Outline of the Yangtze River Delta Regional Integration Development Plan", strengthen the connection between the central city and other cities in the metropolitan area, intercity railways, road transportation, and public transportation lines in adjacent areas to build fast and convenient Urban commuter circle. The Yangtze River Delta region has increased investment in the construction of transportation infrastructure. First, the three provinces and one city have signed the "Cooperation Framework Agreement on Opening up Inter-Provincial Dead End Roads in the Yangtze River Delta Region", and the first batch of 17 inter-provincial road sections to be completed are all started. 3 of them have been opened to traffic, the expressway toll stations on the provincial boundary have been completely cancelled, and the accessibility of inter-provincial highways has been improved. A total of 55 inter-provincial passenger transport lines in adjacent areas have been opened, which are integrated with conventional buses to achieve full-scale access, and 10 have rail transit The city has realized “one yard traffic”; second, four high-speed railways including Hangzhou-Huangzhou Railway, Shanghe-Hangzhou High-speed Railway North Section, Zhenghe High-speed Railway, Xusu-Huaiyan Railway, Lianhuaiyang Town Railway and Lianhuai Section were opened to traffic. The Yangtze River Delta The regional high-speed railway has an operating mileage of nearly 5,000 kilometers, covering more than 90% of the provinces and municipalities in the region; third, the coordinated development mechanism of port and civil aviation has been initially established to coordinate the utilization of airspace resources. In terms of port and shipping, the Ministry of Transport and the governments of three provinces and one city jointly issued and promoted the implementation of the "Six Action Plans for Coordinating the Integrated Development of Port and Shipping in the Yangtze River Delta". In terms of civil aviation, the establishment of a joint venture composed of the Civil Aviation Administration and the three provinces and one city The "1+4" working mechanism has signed the "Cooperation Agreement on Jointly Promoting the Coordinated Development of Civil Aviation in the Yangtze River Delta to Build a World-Class Airport Cluster in the Yangtze River Delta".

In May 2019, the construction of the Yangtze River Delta Integrated Development Demonstration Zone and the release of the "Outline of the Yangtze River Delta Regional Integration Development Plan" at the central level, proposed to take the lead in innovating the fiscal and tax sharing mechanism in the Yangtze River Delta Eco-Green Integrated Development Demonstration Zone. The core is "Investment and benefit sharing." For example, establish the Shanghai, Jiangsu and Zhejiang financial coordination investment mechanism, inject the development and construction capital in proportion, and coordinate the construction of the area; promote the integration of tax collection and management, realize the data exchange of local tax service platforms, and explore the taxation in different places and regional affairs; Cross-regional sharing of the tax revenue generated by newly established enterprises that belongs to the local income will be implemented, and the sharing ratio will be adjusted according to changes in factors within a certain period of time. Establish a cost-sharing and benefit-sharing mechanism for cross-regional industrial transfer, major infrastructure construction, and park cooperation, improve the internal government assessment system for the coordinated division of major economic indicators, mobilize the enthusiasm of the government and market players, and form a free flow and efficient allocation of production factors. surroundings.

6. Improving fiscal and taxation policies to promote the coordinated economic development of urban agglomerations in central Yunnan

Generally speaking, the development of domestic and foreign urban agglomerations is not achieved overnight. Due to the different historical backgrounds and regional environments of urban agglomerations, there are bound to be many differences in development. As far as the central Yunnan urban agglomeration is concerned, due to its location in the economically backward southwestern region, the support of fiscal and taxation policies is particularly important for its coordinated development. The important role of fiscal and taxation policies in promoting economic development is to strengthen infrastructure construction, promote industrial development and environmental protection through the comprehensive use of national investment, taxation, income distribution, financial discounts, transfer payments and other means. The coordinated economic development of the urban agglomerations in central Yunnan must first break the pattern of separate battles between cities, and form a joint force through the establishment of a fiscal and tax coordination mechanism; secondly, improve the transfer payment structure so that Kunming can play its due radiation role as a core city and improve The overall competitiveness of the central Yunnan urban agglomeration; thirdly, improve the information blocking caused by backward science and technology, so that information resources can be fully utilized; finally, strengthen the supervision of the use of fiscal funds, and truly give full play to the effectiveness of fiscal and taxation funds.

6.1 Building a fiscal and taxation coordination mechanism

6.1.1 Establish a fiscal and tax benefit sharing mechanism

(1) Strengthen the top-level design. For the current urban agglomeration in central Yunnan, it is necessary to break regional boundaries and administrative barriers, set up an authoritative organization independent of local governments, and provide institutional

protection from the legislative level. Eliminate the discriminatory policies on the cross-regional flow of talents, capital, and public resources and market access and other discriminatory policies in various prefectures and cities, and realize the free circulation of various production factors in central Yunnan. This will promote the sharing and mutual opening of basic public service resources such as education, medical and health, employment and social security, culture and sports, and realize the sharing of public service resources in the central Yunnan urban economic circle.

(2) Establish a regional fiscal and tax coordination system. An effective fiscal and tax coordination system can reduce tax conflicts. Due to its political status as the provincial capital, Kunming enjoys more voice in negotiations. The establishment of a fiscal and tax coordination system in accordance with the principle of regional cooperation and fairness is conducive to industrial transfer and coordinated development in the central Yunnan urban agglomeration. Through the establishment of a unified financial and taxation benefit coordination platform and regular exchanges and discussions, various financial and taxation problems encountered in the coordinated development of the central Yunnan urban agglomeration, such as major project industrial transfer, ecological conservation compensation, tax benefit sharing and distribution, etc., are included on the agenda In response to the problems raised, comprehensively consider the suggestions of all parties and propose corresponding solutions to achieve the unification of financial power and powers, and to narrow the development gap between the urban agglomerations in central Yunnan.

(3) Implement GDP sharing for industrial transfer. The current administratively divided urban agglomerations in central Yunnan have serious homogeneity of their respective industrial structures and need to carry out industrial transfers to achieve dislocation development. However, industrial transfers involve local interests and assessment of local economic indicators. This means that industrial transfers face administrative barriers. The implementation of inter-regional GDP sharing for relocating companies will, on the one hand, increase the enthusiasm of the governments of the places where they are relocating, and promote consensus on industrial transfer. On the other hand, dividing the GDP into the industrial emigration area is conducive to the emigration area's support for the transferred industries.

6.1.2 Improve the fiscal and tax compensation mechanism

The basis of the coordinated development of regional economy is the clear and effective economic division of labor between regions, and the basis of the economic division of labor between regions is the positioning of the main functional areas. In the design of fiscal policy, the focus is to increase fiscal transfer payments for ecological environment compensation in restricted and prohibited development areas. If the task of optimizing development and key development areas is to accelerate economic development, then the tasks of restricting development and prohibiting development areas are ecological restoration and environmental protection, and guiding the gradual and orderly transfer of overloaded populations. To this end, it is necessary to distinguish between different restricted development areas and prohibited development areas, and establish an ecological compensation transfer payment system. Specifically, it is necessary to build an institutional framework in which vertical ecological compensation transfer payments are the mainstay and horizontal ecological compensation transfer payments are supplemented. In the process of designing and implementing the industrial transfer tax sharing policy, it is necessary to establish a corresponding industrial transfer fiscal and tax compensation mechanism. The first thing to consider is the cost. The compensation cost of relocating merchants during the industrial transfer process, the land acquisition cost and land management cost of the undertaking will all affect the ultimate benefit of the industrial transfer tax sharing policy; secondly, the environmental protection cost, especially the environment, must be considered. As Yunnan’s advantageous resources, resources have caused pollution to the local natural environment. The resulting environmental protection costs need to be reasonably shared between the moving-in place and the moving-out place; again, the cost of public service provision must be considered. In the process of industrial transfer, the moving-in place Facing the cost pressure of public service provision, promote the co-construction and sharing of infrastructure such as transportation and water conservancy in the central Yunnan city group, and realize the convenience of public transportation, medical care, tax payment, and public utility payment in the central Yunnan city group for unified mobile payment products. Application of key scenarios in the field. Establish and improve the "Three Rivers" and other important river basins and the "Six Lakes" ecological protection compensation mechanism, strengthen monitoring and evaluation, and improve the efficiency of the use of compensation funds.

6.1.3 Standardize fiscal and tax incentives

(1) Clean up the fiscal and tax preferential policies independently established by local governments. Whether it is unreasonable regional tax preferential policies or blindly formulated financial subsidies and return policies by local governments to attract enterprises to settle in, objectively they will form a "policy depression" effect, affecting the coordinated development of the central Yunnan urban agglomeration. Therefore, from the perspective of the coordinated economic development of the central Yunnan urban agglomeration, we should clean up and abolish the tax incentives and fiscal subsidy policies issued by various regions for the protection of local interests, create a fair market competition environment, and give play to the decisive role of the market in resource allocation, and establish peace Maintain a normal and orderly tax sharing order.

(2) Optimize the accuracy and effectiveness of standard preferential policies. For high-tech project enterprises that invest in key development areas and underdeveloped areas, and key support industrial enterprises, appropriate tax incentives can be given, such as tax deductions and exemptions in corporate income tax, tax incentives for accelerated depreciation, and the purchase of fixed assets. Give certain financial subsidies to promote the adjustment of industrial economic structure in backward areas.

6.2 Optimize the transfer payment system

6.2.1 Improve the internal structure of transfer payments

(1) Expand the proportion of general transfer payments, especially balanced transfer payments. Increase the proportion of general transfer payments to underdeveloped areas, completely abolish the care for vested interests, and include items in special transfer payments "should be projects with spillover, sudden, special, and non-fixed characteristics. For special transfer payment projects that have clear functions, fixed scope standards, and relatively stable policies, they are included in the scope of general transfer payments. For projects that are subject to one-off arrangements, they will be cancelled after implementation; for projects with similar directions and purposes that can be merged , To be reintegrated. Establish a transfer payment system with general transfer payments as the mainstay and special transfer payments as the supplement.

(2) Establish a special transfer payment system oriented by regional division of labor. At present, the industrial homogeneity of the central Yunnan urban agglomeration is serious, and the core reason is the chaotic economic division of labor. Kunming has the advantage of highly concentrated resource allocation and should focus on the development of new materials, information, energy conservation and environmental protection and other emerging industries. Qujing is a populous city and a resource-based city. Coal and metallurgy are the leading industries. The development of a new coal chemical industry based on fine chemicals, synthetic materials, clean energy, and textile raw materials should be accelerated.

Yuxi should actively share some of the functions of Kunming city and form a secondary city in central Yunnan with modern services and processing and manufacturing functions. Chuxiong has advantages in biomedicine, green products and cultural tourism, and biomedicine should be regarded as a pillar industry. Under the guidance of such an industrial layout, supplemented by special transfer payments, it is more conducive to the coordinated economic development of the central Yunnan urban agglomeration.

6.2.2 Combination of horizontal transfer and vertical transfer

The financial strength of the central Yunnan urban agglomeration varies greatly from region to region. In 2019, Kunming's financial expenditure is almost three times that of Yuxi and Chuxiong, which shows that Kunming is capable of horizontal transfer payments to other regions. If we blindly use vertical transfer payments to improve regional economic differences, it will first increase the burden on the government, and secondly, Kunming may obtain more transfer payment funds due to its higher political status, making it more difficult to achieve equalization of public services. Establishing horizontal transfer payments and at the same time using a certain incentive mechanism to increase the enthusiasm of fiscal transfer destinations can not only speed up the balancing of regional economic differences between regions, but also reduce the burden on the government. Through national vertical transfer payments, in the form of financial transfer payments, tax rebates and special funds, promote the development of high-tech industries, and encourage regional hierarchical and planned formation of their own advantageous industries. Combining horizontal transfer and vertical transfer payment methods to balance regional financial resources can promote the accelerated development of some backward areas and play an active supplementary role in promoting regional coordinated development

6.3 Coordination of information sharing with relevant fiscal and taxation departments

6.3.1 Building a platform for sharing financial and taxation information

The level of information and data sharing among government departments in the central Yunnan urban agglomeration needs to be improved urgently. At present, although the cities in the central Yunnan urban agglomeration have established a data exchange mechanism with the relevant departments of finance, taxation, and industry and commerce, and to a certain extent, they have realized the sharing of departmental information, but the scope and timeliness of data exchange cannot meet the requirements of information sharing. The information island phenomenon between government departments is still very serious, and there is still a big gap between the management of big data across departments. Building an information sharing platform requires financial protection, such as the construction of the information platform and daily operation and maintenance. At the same time, it is also necessary to mobilize the enthusiasm of various departments for information sharing, cash subsidies for various departments that provide information, incorporate more fiscal and taxation information department data into the fiscal and taxation comprehensive information application platform, unify information system interfaces, standardize tax-related information collection standards, and realize taxation Convenient, fast and barrier-free communication of information between departments, third-party departments, and the public will break the barriers to communication among information subjects and achieve great concentration of data.

6.3.2 Strengthen the analysis and application of fiscal and taxation information

Use the powerful data analysis and computing capabilities of the information application platform to scientifically collect and organize financial and tax information resources from various channels, pay attention to the integration and use of external information and internal information, and compare and analyze it with the information in the existing tax collection and management system. For abnormalities, strengthen the management of tax sources through direct comparison and analysis of information, and realize the plugging of tax revenue and increase revenue; through the development of industry economic tax analysis, key project economic tax analysis, regional economic tax trend analysis, etc., make it more deeply reflect the local economy Operating status, actively providing advice and suggestions for local economic and social development, and realizing the application of tax-related information at a higher level; at the same time, strengthening the application in other activities of national governance. Third-party departments and the public provide a basis for their implementation of social management functions and production and operation decisions based on relevant information provided to the outside world.

6.4 Establish a fiscal and taxation supervision mechanism

6.4.1 Regulate the establishment of supervisory agencies

The fiscal and taxation supervision mechanism is the guarantee for the effective operation of the fiscal and taxation mechanism for the coordinated development of the entire regional economy. There are multiple principal-agent relationships in funds such as horizontal transfer payments, and it is difficult to achieve the performance of fiscal funds using only a certain level of financial department. Standardize the establishment of supervisory institutions, and establish a comprehensive high-level specialized internal supervisory institution of the financial department. The personnel composition of the institution should be selected and integrated by various departments, and the people’s congress, supervision, finance, audit and other relevant functional departments should participate in the organization. The level is higher than that of other financial function business institutions, to ensure the performance and effectiveness of their internal supervision functions to the greatest extent, and the composition of multi-departmental personnel is conducive to breaking the barriers between different departments and reducing obstacles to the cross-departmental collaboration of supervision work.

6.4.2 Expanding the content of fiscal and tax performance evaluation

Change the government officials' view of performance based on a single GDP as the evaluation standard, and expand the content of performance evaluation. The excessive pursuit of GDP growth by local governments will strengthen local protectionism and market segmentation, which is not conducive to the construction of market integration. The content of the fiscal and tax performance evaluation should cover the entire process of fiscal behavior, such as the investment of fiscal funds in industrial support, and the performance management of industrial support policies should be taken as the starting point. Through the development of special funds for the business authorities, the entire process of policy formulation-implementation-results and feedback Perform performance evaluation, including the target setting of industry support fund policies, project performance management policies, fund allocation process and results, performance management of specific projects, etc. And use this as the amount of special funds in the next budget year and an important basis for the evaluation of relevant departments and their responsible persons, so that local governments can move away from pursuing their own economic growth goals, and instead seek regional cooperation to increase the use of financial funds. In order to realize the coordinated economic development of the central Yunnan urban agglomeration.

6.4.3 Enhance the legal effect of fiscal and taxation supervision

(1) Speed up the legalization process of fiscal and taxation supervision. Promote the internal fiscal supervision work on the right track of legalization, effectively improve the quality and level of the fiscal and taxation supervision establishment system, and realize the unification of fiscal and taxation supervision and fiscal and taxation management. We must speed up fiscal and taxation supervision legislation, and deal with the outdated parts of the current laws, regulations and rules. It should be abolished immediately and revised again. The laws and regulations covering obvious defects should be supplemented and improved in time. The regulations and systems issued by the higher-level departments should be tightened and

detailed. The implementation rules and supporting measures applicable to the unit should be clarified as soon as possible to speed up the establishment and improvement. Various internal control systems such as conference systems, financial management systems, assessment and punishment systems, etc., have been comprehensively built up a long-term monitoring mechanism that relies on systems to manage people, money, and power.

(2) Strengthen the incentive and restraint effectiveness of fiscal and taxation supervision. Fiscal and taxation supervision is carried out around fiscal funds. Supervising the legality of fiscal funds distribution, management, and use is the core content of fiscal supervision. Improving the effectiveness of fiscal capital allocation, management, and use is the purpose of fiscal and taxation supervision mechanisms. Therefore, it is important to strengthen fiscal and taxation supervision. The construction of legal system not only requires the use of legal forms to clarify the institutional setting, powers, content, and procedures of fiscal and taxation supervision that belong to the operation of the mechanism itself, but more importantly, the actual effectiveness of fiscal and taxation supervision is established by the law. In the operation of the fiscal and taxation mechanism for the coordinated development of the regional economy, clear rewards, punishments, incentives, and accountability regulations have been formed to ensure that the fiscal and taxation supervision mechanism can truly act as an incentive and responsibility constraint on the management of fiscal funds.

CONCLUSION

The construction and development of the urban agglomeration in central Yunnan is related to the role of the entire Yunnan Province in the development of the western region, and the development of the western region is a major measure for my country to promote the strategic thinking of the “Western Development” and comprehensively promote socialist modernization. In this context, the GDP of the central Yunnan urban agglomeration has been increasing year by year, the scope of economic radiation has continued to expand, and the three major industrial structures have been gradually optimized and adjusted. They are now at a critical stage of transformation, upgrading, and innovative development. Contradictions and problems, firmly seize development opportunities, properly respond to risks and challenges, and achieve high-quality leapfrog development, becoming an important support for my country's South Asia and Southeast Asia radiation center. While rejoicing that the central Yunnan urban agglomeration is gradually moving towards coordinated economic development, we must also see that the regional GDP and per capita GDP of the central Yunnan urban agglomeration rank 17th among the 19 urban agglomerations in the country, and the development gap is obvious. The modern industrial system is not perfect, the homogeneity of industrial development is more prominent, the central city has a weak radiating role, the local interest dominance and market segmentation still exist, the administrative barriers have not been broken, the flow of factors is not smooth, the unified market and credit system in the region The construction is lagging behind, and the cost-sharing and benefit-sharing mechanism for the integrated development of urban agglomerations has not yet been established. Therefore, some time-sensitive measures have been put forward in response to related issues, especially fiscal and taxation policies, which are particularly important. Continuously improve infrastructure policies to promote the equalization of convenient transportation, farmland water conservancy, logistics development, etc. in various cities; give full play to Kunming's core position in the construction of the central Yunnan urban agglomeration, and focus on cultivating the core competitiveness of other cities; optimize and Cultivate characteristic industries in each city; continuously improve system policies in all aspects of the market to realize the free flow of resource elements; strengthen environmental protection and conscientiously implement pollution prevention and control work to improve water quality; implement the "6+1" policy to promote the improvement of the coordination mechanism of urban agglomerations. Looking forward to the development of the central Yunnan urban agglomeration is of extraordinary significance to the "Western Development" strategy, the "Bridgehead" strategy, and the planning to radiate Southeast Asia and South Asia. Regarding the research on the policy of the central Yunnan urban agglomeration, there are relatively few domestic and foreign research results, and it is obviously not enough for the fast-developing central Yunnan urban agglomeration. The conclusion of this article has provided some suggestions for policy analysis and implementation of the central Yunnan urban agglomeration, which has a certain research value. During the new round of five-year planning, how to better seize the opportunity and complete the planning goals in time for the central Yunnan urban agglomeration will be a new topic again. However, in view of the time of the study of this article, we can only hope that later scholars will continue to pay attention to Dianzhong and make suggestions for the improvement of Dianzhong's urban agglomeration policy. We firmly believe that the central Yunnan urban agglomeration, under the correct leadership of the national support and the provincial party committee and government, and the participation of many people, will surely seize the opportunities at home and abroad to realize the future glory of the central Yunnan urban agglomeration!

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POLITICAL MOVEMENT OF THAI STUDENTS'MOVE IN MODERN TIMES

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ABSTRACT

Under the conflict crisis of Thai political society at present, there is a confusion of demanding for democracy of the student mob. In the midst of Covid-19 pandemic that has spread all over the world and affected every country in terms of economic downturn and increasing inequality. This article discusses students' movement under the changing political and social context in modern period and projects the cause of the movement including development mechanism of social process, especially on the concept, and tactics leading to changing movement of the students in modern day. This brings about to a revision of direction, argument and exchange towards students' role and innovative social activity that are one of the Thai ideological characteristics expected by society.

The first apparently students' process regarding politics took place in B.E. 2500. The process has gone through many major political changes, struggling along in the demand for democracy since from the past up to the present. The coup in B.E. 2557 led to the present political movement starting from students' discontentment upon the coup undertaken by the National Council of Peace and Order (NCPO). The general election in B.E. 2562 was expected to bring about the exercise of right in order to gear forward the country into a new direction. But the right and intention have been distorted and toppled by those who wanted to hold on to power. The dissatisfaction bursts out in a form of political movement per se.

Keywords: Political movement, social process, collective behavior theory, students' movement

INTRODUCTION

If we reviewed Thai students' political roles and participation, it has apparently started with the protest against dirty election under the administration of Field Marshal Plaek Pibulsongkram in February, B.E. 2500 (Sombat Thamrongthanyawong, 2548). Since then, students have important roles in the demand for democracy. Thailand has been using democratic regime for more than 50 years but there was no development as expected. The political system is under authoritarianism. Later, in the Yingluck administration regarding a mistake in a draft of an Amnesty Act, the core leader against the said draft leading by members of the parliament belong to Democratic Party announced to upgrade the demonstration towards the oust of Thaksinocracy (Yingluck's government). Thai politics at that moment was under critical condition. There were many outbreaks that led to a coup by the National Council of Peace and Order (NCPO) on May 22, 2557. The students' roles once again become dominant after the seizing of power by the military junta. The NCPO government enforced a tight security law that included a ban of political gatherings so the students' roles were legally restricted. However, the symbolic gatherings in resistance of NCPO government kept appearing especially a group of students from Thammasat University and Khon Kaen University. On the other hand, on the online social media, students and university students widely criticized the government causing, as times passed by, so many groups in social media both in the opponency and proponent of the government (Somchai Saenphumi and associates, 2562).

From the above discussion, students and university students hold a major role on political development in Thailand. These groups of people have certain and clear political concept and ideology. Hence, the students' roles even become much more important due to changing social conditions. Students are a new hope of the country. They pay much interest in politics and government. The past following political fighting roles have produced an impact on students' roles at the present. Even though the students' political roles make a comeback in the present, but the general public eyes see the students' move not being as strong as before. From the study and analysis towards students' roles in the present time period, it was found that there is a change in a role play in relevant to the situation at a certain degree. They act as a leader or spearhead in a changing attempt. Since the political conditions have changed, the students' roles have changed from a supporter to a leader who tries to ignite change in a society and to motivate people as well as all stakeholders to pay their attention at arising problems and, at the same time, to find a solution (Chantana Thunyasetti, 2530).

SOCIAL MOVENENT CONCEP

Social movement is a type of social phenomenon that people in the society can be generally aware of. We learn about the students' movement through, for instances, People's Alliance for Democracy (PAD), Women's Liberation Movement, The Assembly of the Poor (AOP), Environmentalism Movement, Homeopathic Movement, Santi Asoke Movement, Potash Mining Movement at Udorn Thani province, Transgender Movement, Pak Mun Dam Movement, Disabled Movement, and many others. From the various social phenomena that are considered as a social movement, it can be seen that the definition of social movement is not easily compatible with one another and it is not aberrant. Since in given definition based on concept of social science and sociology, the effort always encounters with this type of problem. However, despite the differences in the definition, there are still some issues with a shared value (Maneemai Thongyoo, 2557).

Herein, some definitions of social movement are discussed. The first definition was given by Herbert Blumer (1969), who defined social movement as:

"Social movement is an activity undertaken by a collective enterprise in order to create a new order of life. Social movement is originated from an unrest and earns a driving force from dissatisfaction regarding existing lifestyles and from the demand and hope for a novel life system. The path of social movement will indicate origination of a new way of life."

The next definition was provided by Tarrow (1998). He gave the definition of social movement in relation to long-time period of social movement as follows:

"Political conflict takes place among the commoners by having an alliance with those in power, a combining force and confronting with the elite, oligarch, and opponents when being backed up by a massive social network and stimulated by a symbol containing a cultural power that arouses an action. Then, political conflict will lead to continuous reaction upon the opponents resulting in a social movement."

The last definition to mention belonged to Giddens (2001) who related society and social change and rendered additional thought on evolution of social movement as follows:

"Social movement is a large gathering of people who cooperate among each other in order to achieve a goal of social change or to resist a social change process. The social movement tends to exist with organizational conflict and with objectives and attitudes relying on resistant movement. However, when the movement becomes successful in the challenge against power, the movement may develop into an institution and becomes an organization at the end."

COLLECTIVE BEHAVIOR THEORY

The sociologist who is considered as a main thinker of collective behavior school is Herbert Blumer. Blumer is an important conceptive figure belonged to symbolic interaction school that is one of the important branches in sociology. It is well accepted that Blumer is an initiator of the term “symbolic interaction.” He was heavily influenced by George Herbert Mead who was his professor. From the fundamental analysis of social movement by Le Bon and Park in which the concept was analyzed based on social and mass psychology. Blumer had escalated the scope of analysis by utilizing symbolic interaction theory. Blumer’s concept was rather saturated in term of social movement under the collective behavior school. Since there was a development for quite a while by Le Bon and Park, Blumer continued the work by applying symbolic interaction concept to explain collective behavior. The concept has been developed into a more systematic manner and later become a major text in sociology and a handbook in controlling the mass used by military and police officers (Maneemai Thongyoo, 2557).

Most of social behaviors are considered as a normality and conventionality. Since most of the people behave in accordance with social norm. In other words, they behave in relevant to way or path of action or behavior that is accepted or expected by the society, group, or social value in such a society as a result from the socialization. These behaviors include, for example, class-room behavior in which the students would enter the classroom based on the schedule, listen to and take note from the lecture, speak up or ask question during class, and finally leave the classroom when the teaching is over. Although, there may be another actions taking place in the classroom, the students normally would behave in such a way that is always predictable. But if there is a fire in the classroom, the behavior that is based on social norm in the classroom will crumble down and the social behavior in the classroom would become unpredictable. In this case, there might be a panic among students, they might try to contend leaving from the classroom, not giving cooperation, and definitely not obeying the instruction from the teachers or leaders in this emergency situation. It can be seen that some social behaviors happen in a particular context where social norm is missing or lacking clarity. In such a condition, people may create or express behavior that is different from the usual. The socialists call this behavior collective behavior that is a social behavior on a spontaneous action. These behaviors happen when people try to come up with a collective solution in an ambiguous situation. Collective behavior includes a variety of social behaviors such as a panic crowd, mob, craze, fad, rumor, and riot. Besides, there is still a social behavior that can disturb existing social life pattern being known as a social movement. For example, a lot of people try to build or resist social and cultural change, such as anti-nuclear movement, women’s movement, and environmental movement (Robertson, 1988).

Blumer’s social movement in the collective behavior school that was developed from a concept based on symbolic interaction theory, he gave a main idea in his explanation regarding how social movement was created, and how it was developed. Blumer paid his attention on social movement since it was a period where new social orders were slowly established and became stable in the society. He explained about social condition that started to lose its balance due to inconsistency between expectation and reality. This might happen from a material change or a change in expectation of people. This inconsistency produces a stress among people who are disappointed with their expectation. This incident can lead to social disorder where it can be developed into various basic behaviors. Social movement might be considered as one of the basic behaviors. It might happen from a flux of idea changing of people in the society or it might be called a cultural wave. It is bit by bit developed and crystalized as a particular social movement with solidity. The mechanisms that drive an extensively social movement to be developed into a special movement are arousal, cluster, morale, group ideology, and tactics that pull people together with resources onto a movement. These six mechanisms will strengthen social behavior and be able to persuade members in a group to move in order to create change and achieve desired goals (Maneemai Thongyoo, 2557).

POLITICAL MOVEMENT OF THAI STUDENTS AT THE PRESENTP

The starting point of the students' movement happened after the B.E. 2557 coup. Even the NCPO enforced the law towards public gatherings, there were demonstrations expressing a symbolic resistance concerning the revolution from groups of students, such as a candle-lighting against the coup organized by groups of instructors and students at Chiang Mai University. The three-finger salute that was a symbol originated from a movie "The Hunger Games" in order to relate to a civil disobedience and oppression. It is obvious that the 3-finger salute becomes popular as well as eating sandwich, reading a book entitled 1984 by George Orwell, and playing French national anthem (Songkran Ratanapoltee, 2561). Later, Mr. Thanathorn had organized a short rally under the name "when our voting right into the parliament is worthless, it's time for the people to cry out loud by themselves" on December 14, 2562 at Sky Walk, Pathumwan intersection. The said rally was categorized as a flash mob happening only after the Election Committee had a resolution to forward the dissolution case of Future Forward Party to the Constitutional Court on the loan allegation against Mr. Thanathorn. The Future Forward Party claimed that the goal of the rally is to persuade new generation, new faces into a real world not just only online (Dailynews Online, 2562).

From that moment, it becomes a genesis chapter of continuing students' political movement up to the present. It has been started from the Constitutional Court's decision on the dissolution of Future Forward Party based on 2 cases that are 1) loan case resulting in a dissolution of Future Forward Party and a 10-year disqualification from politics of Mr. Thanathorn Juangroongruangkit, the party founder, and 2) media stock case resulting in the termination of member of the parliament of Mr. Thanathorn Juangroongruangkit, Future Forward Party leader on May 23, 2562 on the allegation of holding stocks in V-Luck Media Co., Ltd. The two cases created dissatisfaction among the supporters and accumulated the surfeit on General Prayut Chan-o-cha and his military government that have been running the country for almost 6 years. There was a succession mechanism through a design of the constitution B.E. 2560 in the attempt to intercept the opponents by ruling out the rules that were unfair. For this reason, the young people power that has been silent from politics and the students were questioned of not paying their attention in politics anymore. They only lived in the social world and entertained themselves. Later when the students were awaked with the happening political problems and felt injustice towards the trials. On February 21, 2563, there were flash mobs organized by students and new generation across the area throughout the country, especially in educational institutions. Although, the new species of Coronavirus pandemic became an important factor causing students' protest to come to an end during the period between March to June. But after the epidemic has been extricated and the government has lessened the disease control measures, the movement has been coming back once again quickly. From that period, there were a mysteriously disappearance of Mr. Wanchalearm Satsaksit, a 35 years old political refugee, from in front of his apartment in Cambodia on June 4, and the arrest of Mike Panupong Jadnok together with Non Natchanon Payakapan, the Eastern Youth Group for Democracy held a protest sign against Gen. Prayut at Rayoung province. In the middle of July, there was a large assembly at the Democracy Monument on July 18. This was considered as a starting point of the Liberation Youth Group and there were street protests continuously. The protesters demanded 3 things, namely, stop harassing people, draft a new constitution, and dissolution of the parliament. It is worthwhile to note here that this movement that was led by students and youths have filed a claim on a reformation of Royal Institution and mentioned about the monarchy openly in the public. Many people called this particular movement “Through the ceiling” (BBC News Online, 2563).

Later on, there were 2 important milestones; firstly, the gathering on August 3, when Mr. Arnon Nampa, the lawyer, organized an activity called “reciting an incantation over the democracy” by officially referring to the institutional reformation and, secondly, the gathering of Thammasat United Front and Gathering under the theme “Thammasat will not bear” on August 10 at Thammasat University, Rangsit Campus. This seemed to be a pin-point over a movement pertaining to the monarchy reform since there was a video-call made by Pavin Chachavalpongpun mentioning about the monarchy on a big stage. After that, Rung Panussaya Sitthijirawattanakul has read 10 calls to reform the royal institution. This event laid the foundation to the rally at the Democracy Monument on August 16 and upgrading the group title from “Liberation Youth Group” to “People’s Liberation” with a new combating approach that comprised of 1) stop harassing people, 2) draft a new constitution, and 3) dissolve the parliament on the principle of 2 conditions that were no coup, and no national government together with 1 dream of having a democratic regime where the King is genuinely under the constitution. The intensity of the gathering has reached the peak between September 19-20 when People Party organized an activity entitled “September 19, Reclaim the power to return to the people” by seizing the area of Sanam Luang and turned it to be “Sanam Ratsadorn (people)” including putting “People’s Party Plaque” in the middle of Sanam Luang. Afterward, the protesters marched to the Privy Council Chambers in presenting 10 proposals regarding the royal institution reform. Finally, the protesters handed in the said proposals to Police Lieutenant General Phukphong Phongpetra, Metropolitan Police Commander, in front of the Supreme Court instead. From that, there was a large gathering on October 14 in which it was a collection of various groups such as Thammasat United Front and Gathering, Liberation Youth Group, Dao Din Group, and Democracy Restoration Group taken place at the Democracy Monument (Pratya Nongnuch, 2564).

Again, in the evening of October 14, there was a remarkable event when the royal motorcade of Queen Suthida Bajrasudhabimalalakshana accompanied by Prince Dipangkorn Rasmijoti Sirivibulyarajakumar graciously proceeded as a royal representative in merit-making upon royal Kathin ceremony B.E. 2563 at Wat Ratcha Orasaram Ratchaworawiharn and Wat Arun Ratchawararam Ratchaworawiharn via Phitsanulok road beside the Government House. At this incident, there was a confrontation between a group of protesters known as Liberation Mob and the police officers. It was the first time in Thai history that the Queen’s royal carriage was surrounded by the agitated crowd expressing a 3-finger salute and shouting obscene words while the Queen was smiling and still waving her hand at them (Manager Online, 2563). Later, the protesters strode forward and settled down over night at the Government House and requested for the resignation of the Premier, draft of a new constitution, and reformation of the royal institute that was an important point in a rapid changing situation of the 2 parties when Gen. Prayut announced for a serious state of emergency in Bangkok metropolitan area. However, the emergency announcement was in effect for only 1 week. The rally has not been diminished but increasing in numbers of masses especially after the dissolution attempt made by water injection mixed with tear gas at Pathumwan intersection on October 16 (Pratya Nongnuch, 2564).

From that moment, “People’s Party 2563” has changed its name to “People Group” to reflect that in a gathering, everyone is a core leader. There were flash mobs in many locations in Bangkok as well as in the up-country. The gatherings were without the mainstay with a more clearly pattern of management in terms of communication with sign language, cover-up word of mouth, black attire, usage of telegram application in spreading the news. On October 21, Ratsadorn or People Group gathered at the Victory Monument at 16.00 hours and marched to the Government House bringing a resignation letter to the Prime Minister for him to sign and drew the deadly line for Gen. Prayut to resign and released the protesters within 3 days. At 19.00 hours, the Prime Minister declared via the Television Pool of Thailand calling on all parties to “take one step back.” On October 25, People Group assembled at Ratchaprasong intersection at about 17.00 hours to put a pressure on the Premier to resign and release all of those arrested. The ralliers collectively shouted “very brave, very good, thank you” repeatedly many times before the gathering was dissolved (BBC News Online, 2563).

For the following 2 months, there were many rallies organized by various groups and more frequently. The demand and remarks in the gatherings still vividly focused on the reformation of royal institution. At the beginning of the rally, the government and security department were at “defensive state” and the protesters used “Kaeng The Po” tactics in order to deceived the officers. But at the following periods, the security force increasingly learnt to “cope and handle” the new generation. Moreover, the protesters began to tap more of symbolic area. On November 6, the ralliers marched from the Democracy Monument to the Bureau of the Royal Household in organizing an activity of writing a letter or sending a Prachasarn (royal message). Finally, there was an opening area just in front of the Supreme Court. But the changing point happened again in a gathering in front of the Parliament on November 17, after the officers had used the tear gas and water car including a batter between People Group and Thai Pakdee Group at Kiak Kai intersection. After that there was an appointment on a large assembly in front of National Police Office on the following day of November 18. There was a spray message regarding the protest on the wall and street floor leading to the announcement made by the premier to send a signal for a preparation of dusting the Criminal Code, Section 112 once again. From that point, Gen. Prayut has given an interview saying that he was going to enforce “all laws.” Though, the Prime Minister tried to avoid direct allusion on the institute, he indicated that the audiences could not accept the idea and they would go to make a complaint against those with offensive behavior towards the institution. Later on November 25, the People’s Party had a gathering at the Bureau of the Royal Household. But they had to change their plan and went for a gathering in front of Siam Commercial Bank Headquarters since the surrounding area of the Bureau of the Royal Household had been blocked by using huge containers and barbed wire. On top of that, there were undercover soldiers supervised the area and put the signboard saying “The Royal Property.” On November 29, the ralliers resembled in front of the 1st Infantry Battalion, 1st King’s Own Bodyguard Regiment before changing to the 11th Infantry Battalion, 11th King’s Own Bodyguard Regiment since there were containers and wire surrounded the first area that was the royal property. These 2 units were transferred from the Army and became commanding units in the provision of security to the King. Another important event was a gathering by People’s Party at Aksa road in accompany with activities in remembrance of the “red shirts” such as putting down a coffin, laying down sandalwood flowers, and pouring a red paint on the street in resemblance of blood (Pratya Nongnuch, 2564). A few days from that, the Liberation Youth page, for the moment, it was considered a sub-group in People’s Party, had posted a new fighting approach with inspiring words of “The state where people rule, the republic” and later it had expanded into “RT Movement.” There was no mainstay, no stage, no guards, no toilet car, no bargaining, no negotiation, please come out to restart Thailand in order to create a society in which everybody is equal. There was an opening of a symbol looked like “hammer and sickle” to represent “working class agriculturists.” This was in accordance with the expansion of the masses from a new generation mixed with red shirts along with agricultural laborers.

For General Prayut, he mentioned about the same incident that the legal department is working on the scope and measures. The government had to deter or impede any attempt from reaching the critical point. Therefore, any person who is suspected of agitation crime will be prosecuted under the law. He also repeated that Thailand is not a republic. All of the incidents, it seemed that the government implementing a “waiting time” tactics with an intention of conducting a prosecution later. It could be seen from the initiation of Section 112 when many months have been passed and the situation was just ripe. In this respect, Penguin Parit Chiwarak noted that those who made a plea on the prosecution of Section 112 were established networks. If it was viewed from the past, those people were the opponent group of the protesters. They were not general public. Enter the year 2564, we must keep an eye on the gathering of People’s Party after almost 6 months passed by since the first large gathering and almost a year after the happening of flash mob at the beginning of 2563. Because many things in Thai society have “moved the ceiling higher” and it became difficult to bring it back (Pratya Nongnuch, 2564). This led to a changing point in the Thai political history page causing new generation and youths coming out for politics through the gathering for democracy and royal institution reform continuously up until now.

THE ANALYSIS OF POLITICAL MOVEMENT OF STUDENTS NOWADAYS

The reason that the students took a movement regarding politics came from the coup d’etat implemented by the National Council of Peace and Order (NCPA) during an elected government of Yingluck Shinnawatra on May 22, B.E. 2557 by General Prayut Chan-o-cha who was the leader of the coup. After the seizure of power, the government of NCPA has enforced the security law intensively such as a prohibition of political gathering, the use of martial law, especially Section 44 that seemed to violate the human right, liberty, and not being democracy. Besides, the problem of the Constitution B.E. 2560 that the politicians viewed as not being democratic starting from the legislation that allowed self-selected 250 senators who had a stake in selecting the Prime Minister. As a result, the bargaining power in forming the government was laid within the group despite the greater numbers of the opponent representatives. On top of that, there were economic problem, social problem, and political problem that have long been piled up. These problems led to social disruption causing tension among movement groups and finally led to students’ movement that was loosely combined. There were symbolic expressions against the coup in terms of candle-lighting and a 3-finger salute as appeared in the motion picture entitled “The Hunger Games” in order to reflect civil disobedience and oppression. It was obviously clear that the 3-finger salute became popular. Later, the symbolic expression became more colorful such as eating sandwich appointment, reading a book called 1984 of George Orwell, and playing French national anthem, for examples.

The students’ movement has been starting from the dissatisfaction among students and youths who are studying in the university. They grew up during the time of coup d’etat undertaken by NCPO in B.E. 2557. They had to patiently live with the military government for 5 years. Until the general election in B.E. 2562, there was a hope that the election would convey opportunity in exercising voting right to change the country into a new direction. But right and intention have been twisted and extirpated by those who wished to continue the power. The disappointment was broke out. They felt that they could not let the country run this way. The inefficiency in administration was seen in the forms of economy, society, and equality. The students strongly believed that this inefficiency would put an impact on their future. They saw a terrible effect of a succession of power. Plus, the dissolution of Future Forward Party might be a starting point of the movement. In fact, the movement was founded on dissatisfaction that has long been incubated. When there was a dissolution case, it was like an ignition of fire on accumulate dissatisfaction and it started to explode. When the students' mainstay gave a speech on a stage or a car broadcasting, especially the provision of data via online social media such as Facebook and Twitter in order to arouse those who shared the same ideology to feel hatred that would lead to fighting movement and changes in the designed patterns. The addressing contents were varied, especially those concerned with the royal institute reform, the inefficiency of the government, not being democratic, and speech that built righteousness for the group. From the discussed reasons, there was a political movement called Free Youth Group having mainstays as university students, students, civic activists, human right organization officers, singers, musicians, lawyers, for examples, Mr. Parit Chiwarak, Miss Juthathip Sirikan, Panupong Jadnok, Mr. Tattep Ruangprapaikitseree, Mr. Anon Nampa, Mr. Jatupat Boonpattararaksa, and Miss Panussaya Sithijirawattanakul, for examples. It can be seen that that integration helps to create a shared feeling that encourages enthusiasm, awakening, and dexterity. They are considered as morale that is developed from belief and trust of individual members in the group based on ideology and group's demands.

The university students and student at present time period are raised in the globalization era with a liberal democratic trend as a main theme. When they experience their first political awareness, they can see a clear image of "liberalism and democracy" right from the beginning. There are just a few of them who refuse liberalism. They possess a progressive characteristics, enjoy righteousness, and are supported by general public and world community. For the movement standpoint of Free Youth Group and the allies with democratic ideology, demanding for right, liberty, and equality, it orchestrally agrees upon the requests to the government via movement principles in 3 demands, 2 standpoints, and 1 dream that comprise of 1) the government has to stop harassing the people who come out to exercise their rights and liberty based on democratic principle, 2) the government has to draw a new constitution that is based on the genuine intention of the people for the real benefit of the public, and 3) the government has to dissolve the parliament in order pave the way for people to express their intention in the election of their representatives once again. The 2 standpoints are 1) there must not be a coup d'etat, and 2) there must not have a national government. And another 1 dream that is expected from the Free Youth Group is to have a "democratic regime where the King is truly under the constitution." This particular dream is not just a metaphysical dream but it can happen based on constitutional process in democratic regime where people are the owners of sovereignty literally (The Standard Team, 2563).

If we mentioned about the organization of a rally, nobody would ever imagine that the gathering appointment is done in advance of not more than a day or even in a few hours in order to attract thousands of people for a gathering. If we considered for a whole year, the organization of gathering by a Free Youth Group utilized a tactics that built a new gathering process that has never been existed before in Thai history. The gathering tactics of the youths was not naturally developed by itself but it imitated from the students' movement in Hong Kong and tried to break away from limitations and blockages of the officials. In this respect, the rally organizers must always come up with a novel method to cope with the situation. The crucial variable factors in this battle are social media. Many of the movement processes turned into online media, sharing the information, and increment of accessibility through main psychological factors (frequently seen, repeatedly heard). In addition to the personal belief and thought that are in the same direction, this can easily create what is known as "viral" and motivation especially by using Facebook and Twitter. Regarding the mobilization of people and resources into the movement process, it leads into a cluster of gathering. It proclaims that everyone is a mainstay. There is no attachment with the leader (the real one). The organization of activity in the rally is based on members' voting right through social media. It can be in comparison with blockchain technology principle in which there is a trend that these social movements are with strategy and tactics increasingly changing in the same direction. At present, the participation into social movement can be done without a physical appearance in a street rally or in a protest as usual. But it can happen through a participation in online world including a click on Like, Share, or expressing comments in Facebook or Retweet in Twitter (Bhanubhatra Jittiang, 2560).

SUMMARY

Social movement is a collective action in order to create a new order of life. Social movement is originated from a disorganized state and is motivated by dissatisfaction with existing lifestyle from one side and a hope to have a new life system from the other. This article proposes social movement discussed in the collective behavior theory school belonging to Herbert who developed the concept from symbolic interaction theory. Blumer gave a high priority on the elucidation of how the social movement is originated and how it is developed. He explained about social state that starts to lose its balance due to the inconsistency between expectation and reality in which it may happen from changes in terms of material or human expectation. This inconsistency creates stress in a group of people who cannot get what they want and it develops into fundamental behaviors in many patterns. It may starts from a changing trend in thought of people in society or it may be called cultural trend and subtly develops further until it is crystallized as a specific social movement with intensity. The comprehensive social movement mechanisms that develop into a specific process are arousal, integration, morale building, group ideology building, and tactics. This is to mobilize people as well as resources into the process. These 5 mechanisms will strengthen social movement, persuade group members to unite and take actions in order to create change and to achieve expected goals.

The students' movement dominantly coming out for the 1st political activity in B.E. 2500 and passing through many political changes. Struggling with the demand for democracy from the past up to the present. However, the coup d'etat in B.E. 2557 was caused by the two powers, say, the election power of the people and special power of the army. The important problem is the corruption of politicians who come into power in cooperation with some bureaucrats has expanded extensively so the special power can use this issue as a plausible pretext in organizing the coup up until now. The said coup leads to political movement of students due to their disappointment with the coup in B.E. 2557. Until the election in B.E. 2562, it was expected that the election would nurture the voting right and change the whole country into a new direction. But the right and intention have been distorted and overthrown by those who liked to succeed the power. This dissatisfaction has been erupted. Later, there was a dissolution of Future Forward Party causing students to gather and organize a flash mob before the outbreak of Covid-19 pandemic would cease the movement. Afterward, the pandemic became lessen, students started to rally again. Having a mainstay to address the ralliers via stage on the street and social media in order to create detestation, fighting movement, and changed pattern as expected. A large gathering as a cluster helps to build morale among the protesters, they feel excited, experience sharing emotion, and are willing to take any action as the leader commands. As a result, there were requests derived from the protesters' ideology such as the resignation of the premier, stop harassing the people, and institutional reformation based on democratic ideology pertaining to right, liberty, equality, and parity. The mobilization of people and resources into the movement leads to a cluster pattern of gathering in which everyone is a mainstay, there is no attachment with the leader, and communication is made possible through social media. These are the tactics used in the students' movement for the purposes of providing information, informing of a gathering appointment, asking for clicking on the Like and Share button, including commenting in Facebook, or Retweeting in the Twitter.

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ANTECEDENT OF THE SUCCESS IN NEW PRODUCT DEVELOPMENT OF THE SMALL AND MICRO OF COMMUNITY ENTERPRISE IN NOTHABURI PROVINCE

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ABSTRACT

The key factor that drives various business groups to be successful in becoming market leaders is the ability to develop new products called New Product Development (NPD). New product development can meet the consumer requirement in a timely manner according to trends. The success of NPD is due to the creation of the operator's role, which is connected to consumers with competitiveness. The product will be of great interest in the market and stand out. (Cooper and Kleinschmidt, 1987) Along with NPD, the variation of the product in the marketplace and value creation with identity is what customers care about and is the reason for the decision of purchasing. Therefore, considering to the success of a new product, initiation, identity, and utility are dimension to measure the success of a new product. (Rijsdijk et al, 2011)

From literature review it has been showed that two factors and outcomes effect to new product development success. The first one is Co-Creation with customers. It is very important for marketing and trade in the present, especially target customers. That is what the company has to find these customers, then links customer expectation and experience to the product with relationship. The other of success is Speed of entering into market. That means not only the speed of product production and also the release of products into the market. Promptness is a factor that corresponds to the modern business world full of competition and the advancement of technology. In the process of producing new products, speed will reduce the cost of production, create a commercial advantage, and manage the company's internal costs. On customer view, the speed is a sudden response to demand giving customers a good feeling about the product and the company with positive image.

Keywords: New Product Development, Co-Creation, Speed

INTRODUCTION

Successful new product development (NPD) often occurs from the organization or company, There is effective internal management of resources and able to learn knowledge andProblems arising from the external environment Factors from the external environment contributed to the learning of the personnel in the organization gives rise to new product development skills (new product development: NPD) in accordance with the context that occur the most (Wang and Li-Yang, 2014) Therefore, organizations need to create production processes and capabilities of the development team to control the ever-changing business environment is an important tool for organization with current business competition conditions

There are more advanced and more complex technological systems with that of the customer needs is always unique and innovative. The product strategy setting is therefore it needs to increase the degree of product diversity. And at the same time, the quality of Products, so you can see that market dynamics are the reasons for the development of new products. Therefore, more process flexibility and market compatibility is needed. Which has the needs of customers as a development goal because customer demand is what creates value for products and services (Borjesson et al, 2014) Such flexibility it is the reason for the use of innovation in the development of new products and the speed of bringing products to market in response to immediate customer demand to enable the organization to conduct business in a constantly changing environment. Which market changes have the positive relationship between strategic decision-making flexibility and development performance significant new product. (Kandemir and Acur, 2012)

The modern product development scale finds three dimensions that define the picture. The success of the product is evident it will define the advantages of the new product. It is a new product unique benefits and is superior to competing products (Rijsdijk et al. 2011), definitions may be considered to clarify the dog is novelty (unique), meaning (benefit), and superiority (preferable) due to the characteristics of that particular product and service consisted of the peculiarities of new product and service portfolio with advantageous characteristics if there is a similar advantage, it may be considered at the performance level. In addition, creating new products and services can create a combination of values. Company products to meet the needs of target customers and create value that is superior to competitors the advantage of new Product development (NPD) is a concept that represents the ability of the company to produce products and services that have unique properties. Whether it is a concept original products and services or new ideas A combination of useful products and services, and suitable to fulfill the needs of target customers Including the ability to win the competition superior to competitors it is therefore the goal of new product development results and achievements.

Community enterprises have been established since **2005**, but it is not yet evident that there are advances such as systematic management integrating technology to support management of upgrading sustainability markets, etc. Most of the operations are still an inception way. Considered a huge waste of opportunity, an important problem is that what to do or how to make community enterprises successful, which is called operational effectiveness because the economic, social and political conditions are constantly changing impact on the domestic economy obviously causing the system of the community economy to be affected as well, the community economy is considered an important foundation economy. Should be strengthened to self-reliant. **(**Sunya Kenabhum, **2**015**)** new products of community enterprises will help change the concept of doing business in an ever-changing world and filled with the introduction of technology and manufacturing processes that are more responsive to customers.

Objectives

To study the influence of the factors affecting the results of success, New Product Development (NPD); the small and micro of community enterprise in Nonthaburi Province.

LITERATURE REVIEW

The analysis of relevant literature, factors influencing results, success, new product development can be summarized as follows.

Theoretical

The success of the newly developed product begins with the success of planning and implementation of the new product. Successful new product development requires a change in marketing model to product novelty, it is a marketing mix for new products that must be operated under the marketing Theory. Another important factor is new and innovative processes including new customers from the right trade promotion and meet the needs of any marketing strategy, it must be designed so that the product is positioned correctly in the market (Esen Gürbüz, 2018). Development of a new product is a complex organizational process that requires the ability to process and interpret data from a large number of collections to develop product ideas and assess potential limits in production and financial potential (Gomes et al., 2003), new product development is seen as an entrepreneurial process and a decision for developing a new product. It connects and infuses market creativity and technological possibilities in a comprehensive package of qualifications (Dougherty, 1992). The process requires technological and marketing competence. The survey strategy leads to experimenting with new options for developing new products. It uses surveys to find new technologies and new markets for the company. And make it a product with more value-added through innovation.

2.1 Co-Creation factor

Customer engagement (Co-Creation) or customer participation is the participation of the customer towards company products It is very important for marketing and trading today, For New product development it is important that the market with the target customers is what the company will have to find this customer segment. The product to the customer is the expectation and experience that the customer will get with it. In response to needs together to create a bond between each other. Nowadays, there are many channels for customers to access the information of the duty of the company to design products that create value and respond to customer needs promptly. The needs of today's customers there are several information that customers can use to decide to buy the products they want the market has business competitors. A key weapon to gain an advantage over competitors is to allow customers to contribute to that product the most.

The view of customer engagement will be through the co-creation paradigm of knowledge and stakeholders interest in which products and services will be transmitted to the target customers until it is mutual relationship through cooperation from both inside and outside the organization.)Ramaswamy, 2009) Customers can occur at many stages of the new product development (NPD) process, from analysis to the need to create ideas to testing and launching products to collect customer information and mind the needs of these customers, the client will play the role that he wants. Through the learning process that the company has created it is a process of learning each other.) Hoyer et al, 2010) Companies can take advantage of the interaction and interact with this to create new offers or modify existing products using customer input. In addition, customers may participate engage in assessing and presenting ideas through a variety of channels. By doing this, the company empowers make customer decisions on the results of new product development through the company's production process control.)Hunton and Price, 1997; Ogawa and Piller, 2006) Therefore, the availability of resources, time and opportunities gained through a win-win cooperation between the company and the customer, it is an important factor that determines customer engagement and is the driving force behind new product development. Then the technical knowledge of the customer it has a big impact on the tendency to participate in these business processes.) Etgar, 2008; Shin, 2007)

Measurements for the customer engagement factors (Co-Creation) the most commonly used are

1) importance and awareness of customer needs
2) customer intellectual capital applications
3) promote customer participation
4) customer response speed

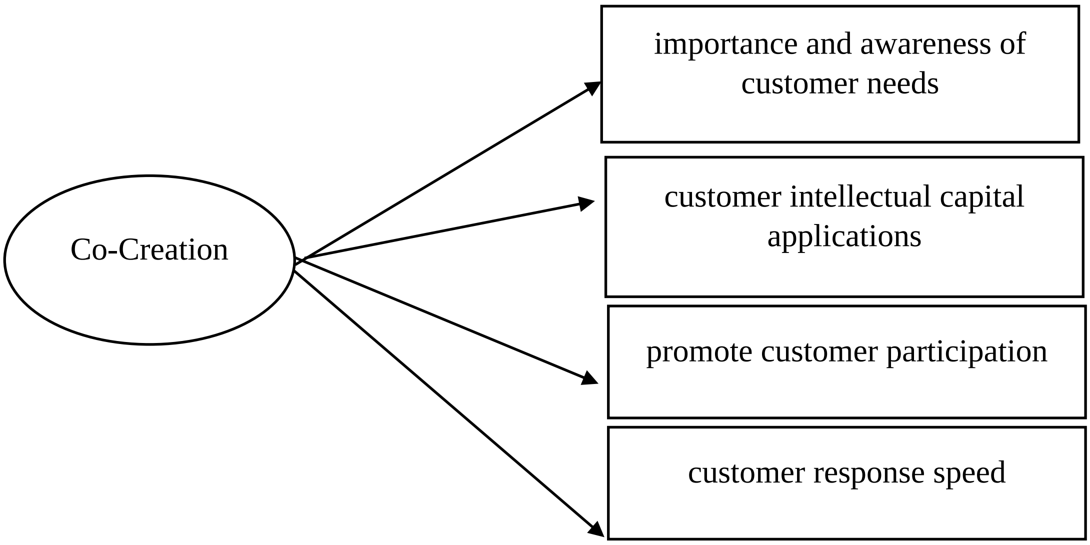

Figure 1: Independent variables, customer engagement (Co-Creation)

2.2 Speed factor

Is the speed in producing or releasing products to meet the needs of consumers promptness is a factor that corresponds to the competitive modern business world and the progress of technology in the process of producing new products, The speed will reduce the cost of production it has commercial advantages and internal cost management of the company. On the part of the customer the speed of the product is responding to sudden needs give customers a good feeling about the product and the company. Image in this gives the company a higher chance of closing the deal, Jiyao Chen et al (2012) commented through researches containing content on improving efficiency, speed of entering the market for development new product though Speed of new product development is becoming increasingly important for management innovation in the rapid transformation of the business environment. Due to the reduction in cycle time the product continues and the competition increases. From the advancement of technology and the globalization of research of Jiyao Chen and his team investigated the optimized speed hypothesis until it created the positive impact on the success of the new product, Jiyao Chen et al used 471 survey data new product development projects tested by hierarchical regression analysis and polynomial regression. Subgroups the results of the research were found Speed of entering the market (Speed) has a relative level of success in the development of new products due to market turbulence or technological novelty, the study results confirm the theory of speed to market and the ability to absorb knowledge. It is important to do understanding of new product processes and processes and the speed of entering the market is the influence comes from market uncertainty and technology competition repeat quickly in particular, the new product development team (team NPD) needs to differentiate requirements different for new products in new markets and emerging market freshness. Especially customers in a market with rapidly changing needs and tastes. Moreover, new product development team the market entry speed must be balanced with the team's ability (Jiyao Chen et al, 2012) While Cong Cheng and Monica Yang (2019) also have a similar view through research studies on the role of speed of entering the market with success, developing new products. Especially the process and production process that get creative and effective from studying companies in China.

The most popular measurements for speed factors are

1) product production lead time
2) fast problem identification
3) quick access to product information
4) quickly synthesize stakeholders

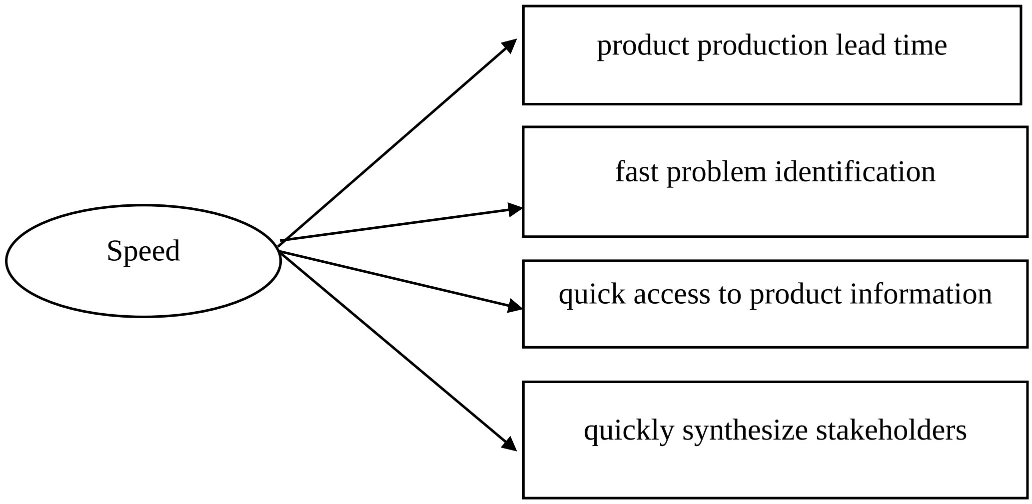

Figure 2 : Independent variable, speed market entry (Speed)

RESEARCH METHODOLOGY

This research is a documentary research using secondary data from relevant documents and research in this study analyze and synthesize information to get the elements, but each aspect of factor, factor and outcome; success; New Product Development.

RESULTS AND FINDINGS

Study results, antecedent of the success in new product development of the small and micro of community enterprise in Nonthaburi Province; the study found that

1) **Customer engagement (Co-Creation)** is a concept of customer relationship management organizations have begun to adopt this concept to develop better products and services that meet customer expectations and to meet market demand Through many channels

today As a result, powerful consumers can have more involved in creating and developing new products and services in articles, consumers are able and willing to will offer ideas for new products or services that may meet needs that have not yet been met by the market or improve guidelines within the context of new product development co-creation can be understood as an activity developing new products together where customers jointly and are actively involved in delivering products new and existing. (O'Hern and Rindfleisch, 2009)Customers feel the value this active participation helps to increase customer satisfaction levels and the success of new products, study by Anja Orcik et al (2013) on co-creating customers throughout the product lifecycle. The key factor is knowledge and experience of customers is very important for incremental product improvement co-creation can be viewed as a powerful tool for innovation and customer engagement is a measure of product progress throughout the process, (Anja Orcik al, 2013) is in line with the journal of the Harvard business review by Francis Gouillart (2010) Findings from research that studies entrepreneurial customer engagement Point out that technology has transformed people's behavior companies are inviting customers to directly engage in design products and services and must give clients the opportunity to design and manage their own work experience to help identify and resolve problems the return on building customer engagement (Co-Creating) is product and more creativity reduced cost flexible employee turnover the birth of new business models and sources of income, (Francis Gouillart, 2010)which found that innovation consists of process innovation product innovation service innovation and adoption of innovation the factors for competitiveness consisted of perspectives financial customer perspective perspectives of internal work processes and perspectives of learning and develop.

Therefore, conclusions from relevant research studies confirm the relationship between the participation variables of the the customer engagement (Co-Creation) influences the outcome and success of the new product development as shown in figure 3.

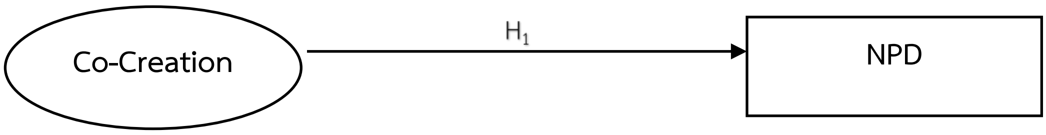

Figure 3: Customer engagement (Co-Creation) influences the results and success of the new product development (NPD).

2)**Speed of market entry (Speed)** new product development speed there is growing importance for managing innovation in the rapidly changing business environment due to the continuous decline in the product production cycle and the competition due to technological advances in globalization, many scholars and practitioners argue that increasing the speed of NPD is critical to the success of the new product development. According to a study by Jiyao Chen et al (2012), it was found that the development speed the new product (NPD) correlates with New Product Success (NPS) and its characteristics the relationship of speed and success will vary depending on the type and degree of uncertainty uncertainty in the market and technology has a high level of correlation with product success, the report's Jiyao Chen, et al, confirmed that the theory of time compression and sorption capacity is important understanding the new product development process creating a different impact of novelty in the marketplace and uncertain market turbulence towards new product development. Speed of goods will accommodate differentiation of the novelty and the turbulence caused companies and manufacturers learn repetition very quickly new product development team it is necessary to distinguish different needs for new products in new markets and a rapidly changing market. Moreover, the new product development team has to strike a balance that the team must have how quickly to respond to customer needs promptly. (Jiyao Chen et al, 2012)

Therefore, the speed of entering the market influences the outcome and success of the new product development (NPD) as in figure 4.

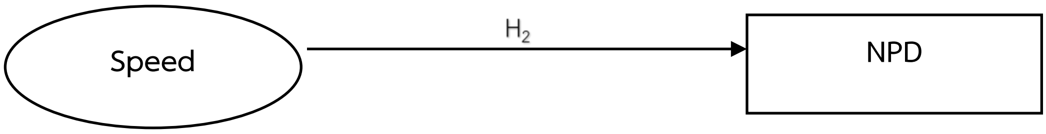

Figure 4: Speed of entering the market (speed) influences development results and success new product development (NPD).

CONCLUSION

The purpose of this article is to study the factors and outcomes of new product development success, the small and micro of community enterprise in Nonthaburi Province. This research is a documentary research by using the secondary data secondary data is used in the study, analysis and synthesis of data from documents and research that to obtain factors influencing results, success, new product development (NPD), which according to the review the literature found that the modern-day NPD measures were found to have three definitions that gives a clear picture of the success of the product it will define the advantages of the new product with unique benefits and superior to competing products (Rijsdijk et al. 2011) may be considered to clarify: novelty (unique) meaning (useful) and superiority (preferably) because the characteristics of the unique products and services include with the specifics of the new product and service portfolio, there are advantages. If there is an advantage the same may be considered at the performance level. In addition to creating new products and services can be created combining the value of the company's products to meet the needs of target customers and create value superior to competitors. Therefore, the advantage of new product development is a concept that demonstrates the ability of the company to produce products and services with unique features whether is original product and service concept or new ideas a combination of products and services available benefits and suitable for fulfill the needs of target customers Including the ability to overcome competition that is better than competitors, the goal of new product development results and achievements the factors influencing results, success, new product development (NPD) consist of the contribution factor of the customer (Co-Creation) is very important in today's market and trade. For product development is important that the market with the target customers is what the company will have to find this customer segment the product to the customer is the expectation and experience that the customer will get with that product in response to needs together to create a bond between each other. Nowadays, there are many channels for customers to access product information the duty of the company is to design products that create value and respond to customer needs promptly and the speed factor in entering the market (Speed) is the speed of product production or product release to meet the needs of consumers promptness is a factor that corresponds to the modern business world full of competition and the advancement of technology in the process of producing new products. The speed will make less production costs to create a commercial advantage and manage the company's internal costs in respect of the speed of the product is a response to the immediate needs make customers feel good about products and companies create a positive image and it gives the company a higher chance for closing sales of improvements efficiency, speed of entering the market for new product development.

ACKNOWLEDGMENT

This paper is an output of the science project of College of Innovation and Management. I would like to express my sincere thanks to my thesis advisor, Dr. Tanapol Kortana, Dr. Bundit Pungnirund, Dr. Watcharin Sangma for her invaluable help and constant encouragement throughout the course of this research. I am most grateful for her teaching and advice.

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EXPLORATION ON THE CULTIVATION MODE OF INNOVATIVE AND ENTREPRENEURIAL TALENTS OF APPLICATION-ORIENTED UNDERGRADUATE UNIVERSITIES IN ETHNIC MINORITY AREAS OF WESTERN YUNNAN

YANG XIAOLI

ABSTRACT

Objective: In view of the backward concept of innovation and entrepreneurship education, the imperfect talent training system, the lack of teachers, and the lack of social innovation atmosphere in western Yunnan, this paper explores the innovation and entrepreneurship application-oriented talent training mode suitable for the economic and social development of Western Yunnan.

Methods: To construct "five in one" talent training mechanism to promote the integration of specialty and innovation; to create "three three two" mechanism to promote the integration of science and innovation; to construct "four-dimensional and four in one" communication channel to promote the integration of teachers and students; to construct "four external environments" to promote the ecological integration of education; to unite western Yunnan universities to seek the integration of education ideas.

Conclusion: The "cross-border integration" innovation and entrepreneurship education system should be constructed in the fields of interdisciplinary education and innovation and entrepreneurship education, scientific research and innovation and entrepreneurship education, teachers and students, school and society, school and school.

Results: Closely combined with the national development strategy and the needs of local social and economic development, the advantages of school development were integrated to build a harmonious and symbiotic innovation and entrepreneurship education mode.

Keywords: Application-oriented Undergraduate Universities; Cross-boundary Integration; Innovation and Entrepreneurship Education; Exploration

The innovation and entrepreneurship education of college students is an educational concept which arises with the development of economy and society and the development of higher education. It has become an important content of quality education in local colleges and universities. The important concept of talent cultivation has great strategic and practical value for the national progress and social and economic development. In order to achieve leaping development and build a “Chinese dream”(Zhang xin & Du Guojuan, 2014) of a moderately prosperous society in all respects with the whole country, a large number of innovative and entrepreneurial talents are needed to take root in western Yunnan, serve and build West Yunnan. Therefore, according to the needs of the economic and social development in western Yunnan, it is an important task for us to train students’ innovative and entrepreneurial ability and innovative spirit with high quality and applied talents.

1. The importance of strengthening innovation and entrepreneurship education in local undergraduate universities in ethnic minorities of western Yunnan

1.1 Cultivation of high-quality and applied innovative and entrepreneurial talents is the need to serve the development of local economy.

Yunnan Province has special geographical, climatic and human resources, thus forming a unique regional industrial economic development model. However, inadequate development of economy and unbalanced industrial development and distribution call for local universities must combine the development needs of tourism resources, national culture, biomedicine and foreign exchanges in Western Yunnan. The high quality and applied innovative talents are the inevitable choice for local undergraduate colleges to better serve the national development strategy and local social and economic development.

1.2 Cultivating innovative and entrepreneurial applied talents is the need of the school to achieve scientific development.

Compared with the coastal universities in the mainland, the application-oriented universities in western Yunnan have not yet formed an innovation and entrepreneurship education system with unique local characteristics to meet the social and market needs, which lack of organic integration of professional education and innovation and entrepreneurship education, and lack of effective connection between innovation and entrepreneurship education and quality education. To Strengthen innovation and entrepreneurship education, and promote the improvement of students' comprehensive quality, and cultivate innovative and entrepreneurial applied talents for the economic and social development of Western Yunnan are the trend of deepening education and teaching reform in western local universities, and the urgent need of realizing scientific development.

1.3 Innovation and entrepreneurship education is the need to improve students' comprehensive quality.

Innovation and entrepreneurship education aims at cultivating talents with basic entrepreneurial quality and pioneering personality. It focuses on cultivating students' entrepreneurial consciousness, entrepreneurial spirit, basic entrepreneurial skills, and cultivating high-quality innovative talents with innovative thinking and entrepreneurial ability. Innovation and entrepreneurship education is essentially a kind of quality education.(Yan Yanhong, 2014) By means of innovation and entrepreneurship education, we can cultivate students' research spirit of pioneering, exploration, and are not afraid of failure, and enhance students' humanistic quality of unity and cooperation, active thinking, responsibility, which will lay a good foundation for students' growth and success. In addition to learning their own professional knowledge and mastering their own professional skills, the students in western minority local undergraduate universities should strengthen the training of innovation and entrepreneurship ability, improve the knowledge structure, enhance their comprehensive quality and enhance their self-competitiveness, so as to better meet the needs of local social and economic development.

2. The current situation and problems of innovation and entrepreneurship education.

The innovation and entrepreneurship education in Colleges and universities in China starts late and advances slowly, and the entrepreneurial environment of college students is not good. According to the report, the proportion of College Students' Entrepreneurship in developed countries accounts for 20% to 30% of the total number of graduates. In recent five years, 2.65 million college students in China have realized entrepreneurship, and the entrepreneurship rate is more than 3% （China Education All Media，2020）. However, the innovation and entrepreneurship education in local colleges and universities is still in the exploratory stage， ,which is mainly manifested in the following aspects:

2.1 Insufficient comprehension of the concept of innovation and entrepreneurship education. Many colleges and universities do not pay enough attention to innovation and entrepreneurship education, and do not fully understand its necessity, importance and urgency. (Liu Yandong, 2015) They think that innovation and entrepreneurship education is only aimed at the entrepreneurial practice and employment behavior of a few college students, and overemphasizes the commercial and profit-making purpose. (Liu Yanjun, 2015) They do not really realize that innovation and entrepreneurship education is a new direction to improve the comprehensive quality of college students, and is to enhance the social stability of college students The new kinetic energy of sense of responsibility and mission is a new way to improve college students' professional character. Therefore, many local colleges and universities have not formed a game of chess in the cultivation of innovation and entrepreneurship talents. Some are limited to offering one or two entrepreneurship courses, and some use entrepreneurship competition instead of entrepreneurship education, which leads to the situation of innovation and entrepreneurship education and cannot play its real role.

2.2 Inadequate cultivation system of innovative and entrepreneurial application-oriented talents. Many colleges and universities have not included innovation and entrepreneurship education into the discipline construction plan, talent training objectives and quality evaluation system of the school. (Wang Lijuan & Gao Zhihong, 2012) Moreover, the integration of innovation and entrepreneurship courses and professional courses is low. Professional curriculum teachers do not know the connotation and significance of innovation and entrepreneurship education, and cannot run through it all the time. The entrepreneurship education without professional innovation is like a fish without water, which loses vitality and spirituality innovation and entrepreneurship education has no effective support.

2.3 Lack of teachers for innovation and entrepreneurship education. The innovation and entrepreneurship course is a general education, with a wide range of courses and a lack of professional teachers. Many local colleges and universities employ part-time teachers to carry out teaching. The part-time teachers are lack of energy and enthusiasm and cannot devote themselves to it. As a result, the teaching is boring and unattractive, and it is difficult to mobilize the enthusiasm and creativity of the students. In addition, the knowledge structure of part-time teachers cannot meet the multi-disciplinary requirements of innovation and entrepreneurship education (Li Jiahua & Lu Xudong, 2010), the combination of entrepreneurship education and professional education is low, and students cannot effectively participate in teaching. Moreover, part-time teachers' career development and entrepreneurship education do not form a co-existence relationship. They are only limited to completing teaching tasks and do not have the energy to carry out teaching and research, which cannot effectively improve the quality of teaching.

2.4 Insufficient social atmosphere of innovation and entrepreneurship. Innovation and entrepreneurship education needs the interaction of school, government and society. The level of economic development, the degree of scientific and technological progress, the structure and quality of population, and the level of residents' consumption directly affect the development of innovation and entrepreneurship education in universities. (Liu Hui, 2016) However, the low economic development level of western Yunnan, the insufficient energy of innovation and entrepreneurship, the weak foundation of scientific and technological innovation, and the backward innovation concept, the incomplete supporting policies, and imperfect incentive mechanism will lead to the terrible social environment of innovation and entrepreneurship.

3. The establishment of innovative and entrepreneurial talent cultivation mode in application-oriented universities of western Yunnan

Local colleges and universities should closely combine with the characteristics of economic and social development, fully integrate resources, form a joint force of talent training, and build a "cross-border integration" innovation and entrepreneurship education system. (Duan Huiqin, Shen Xiaoping，2019): the boundary between interdisciplinary education and innovation and entrepreneurship education should be formed "Five in one" （Zhang Xiaorui, Ma Xiaodi, Ding guangbin， 2019） innovation and Entrepreneurship Talent training mechanism, to achieve all-round integration of talent training; cross the boundary of scientific research and innovation and entrepreneurship education, to integrate science and innovation in the classroom, training in the laboratory, practice in the incubator; cross the boundary of teachers and students, to build "four-dimensional four in one" integration, to break the barriers of disciplines and majors; cross the boundary of school and society, to build "innovation and entrepreneurship practice" The integration of four external environments, namely, practice education environment, scientific research environment, service environment and support environment, and the integration of "education concept" across the boundary between schools.

3.1 Build a "five in one" talent training mechanism to promote the integration of professional and creative talents. First, relying on the general education platform to open “compulsory + elective”entrepreneurship basic courses, combining online and offline to help students correctly understand innovation and entrepreneurship. Second, relying on the platform of professional education and personality development, carry out the innovation of teaching concept, teaching content, teaching method and evaluation mechanism, so as to integrate the concept of innovation and entrepreneurship education into professional education. The third is to implement the “six stresses” and integrate innovation and entrepreneurship education with ideological and political education in terms of content, form, direction and approach. Fourth, encourage students to participate in scientific research through “Three hundred” college students’ scientific research plan, innovation and entrepreneurship competition and practice. Fifthly, we should implement the flexible education system for innovation and entrepreneurship, the credit report card system for innovation and entrepreneurship, the credit system for the second classroom, and the award system for discipline competition, so as to promote the organic integration of practical education and innovation and entrepreneurship, and ensure the combination of in school and out of school, in class and out of class, “one lesson” and “two lessons”. The “Five in one” innovation and Entrepreneurship Talent training mechanism, which lays the foundation for entrepreneurship general education, focuses on the integration of specialty and innovation, focuses on the guidance of the integration of thinking and innovation, so as to promote the improvement of science and innovation, the quality of practical innovation and entrepreneurship, and to integrates innovation and entrepreneurship education into the whole process of talent training（Yang Feng, Yang xinjuan, Wang Yanhua， 2017）.

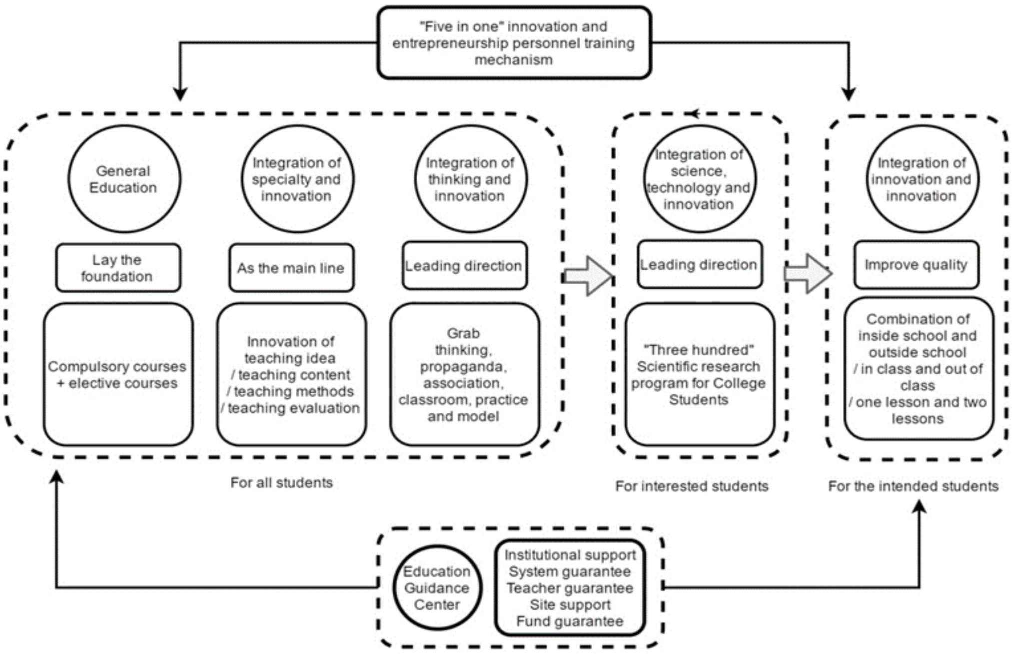

Figure 1: "five in one" innovation and Entrepreneurship Talent Training Mechanism

3.2 Create a "3-3-2" mechanism to promote the integration of science, technology and innovation. Fully implement the "Three hundred" college students' scientific research plan: college students' scientific research projects, experimental projects, college students' innovation and entrepreneurship training projects, which fully encourage students to participate in scientific research, understand scientific research and love scientific research; integrate school scientific research, teach experiments, incubate entrepreneurship; unblock students' scientific research and innovation channels, promote the integration of science and education, and support students' all kinds of scientific research projects, practice the results of theoretical teaching（Sheng Xiaojuan, Li Liwei，2019）. Moreover, through innovation and entrepreneurship competition, transfor the research results into innovation and entrepreneurship practice activities.

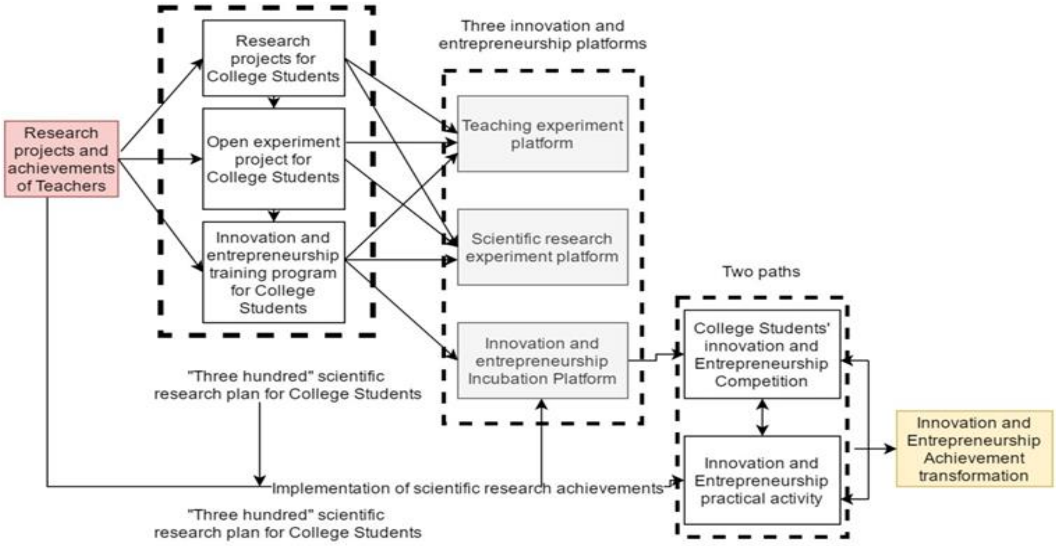

Figure 2:Transformation mechanism of "3-3-2" scientific research achievements

3.3 Build a "Four dimensions and Four Directions" communication channel to promote the integration of teachers and students. Relying on classroom teaching, the school promotes the integration of teachers and students in class, makes full use of the general education platform to carry out online and offline classroom education, provides abundant content and various forms of entrepreneurship curriculum resources, integrates them into the innovation and entrepreneurship credit management, encourages students to learn more and choose courses across majors, colleges, grades and campuses（Wu Qingxian, fan zeheng, 2012）; secondly, relies on innovation and entrepreneurship competition, scientific research projects and practice The activities promote the extracurricular integration of teachers and students, encourage teachers and students to create together; in addition, relying on entrepreneurial practice activities, entrepreneurial training camp, lectures, salons and so on, promote the extracurricular integration of students and entrepreneurial tutors, and improve the practical ability.

3.4 Construct "Four external environments" to promote the integration of ecological education. We should give full play to the school's professional advantages in education, medicine, national culture, characteristic tourism, biology, etc., unite with 20 high-quality enterprises to build an outside campus innovation and entrepreneurship education environment with interdisciplinary integration and multi-level coordinated development, and closely combine with the needs of regional economic and social leapfrog development to build the national economic field, insect biomedicine field, Erhai water resources protection and ecological environment In the field of national culture, we should build an innovation and entrepreneurship research environment; relying on media, make full use of th eresources and opportunities privided by Tsinghua University, Beijing Normal University and other 10 universities. We should create a supporting environment from basic research to applied research, and then to t ransformation and incubation; closely graft the government innovation and entrepreneurship incubation platform, and build an innovation and entrepreneurship service environment（Zuo Jianmin, 2013）.

3.5 Cultivate high-level innovative and entrepreneurial talents in western Yunnan together. Relying on the platform of typical innovation and entrepreneurship experience demonstration universities in Yunnan Province, and cooperating with many universities in western Yunnan to build a high-level innovation and Entrepreneurship Talent Cultivation Alliance in western Yunnan, we can promote exchanges and cooperation and seek common development through such channels as innovation and entrepreneurship talent cultivation mode, resource exchange of education and teaching achievements, integration of practice bases, exchange of teachers and curriculum resources, and share respective typical experience and excellent cases. The exploration and practice are in line with the new idea and path of innovation and entrepreneurship talents training in the application-oriented universities in ethnic minority areas of western Yunnan.

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THE IMPACT OF KNOWLEDGE MANAGEMENT ON PERFORMANCE EFFICIENCY OF SUAN SUNANDHA RAJABHAT UNIVERSITY SUPPORTING STAFF

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ABSTRACT

This research was a study of the impact of knowledge management on performance efficiency of Suan Sunandha Rajbhat University supporting staff and the purpose was to find out the factors impacting the performance of 287supporting staff of the captioned university. The research was conducted through questionnaires and data evaluation was processed by a statistical computer program for analysis of various statistical values consisting of number, percentage, average, standard deviation and stepwise multiple regression model. The research findings revealed that 1) those supporting staff were mostly females aged between 41-50 years old with a bachelor degree and 2-5 working experiences working under the university' s colleges, 2) their point of views towards knowledge management in an overview and 7 aspects were at the highest level; ranking in order as knowledge identification, learning, knowledge creation and acquisition, knowledge sharing, knowledge access and knowledge organization, respectively, 3) those staff performance, an overview and 4 aspects were at the highest level; ranking in order as quantity of works, working time, operating cost and quality, respectively, 4) the factors impacting the staff performance consisting of knowledge access, knowledge codification and refinement, knowledge identification, knowledge organization and learning, respectively and 5) the factor model of knowledge management impacting the supporting staff performance that showed the working efficiency of the supporting staff = 1.453 + (0.419 * knowledge access) + (0.326 * knowledge codification and refinement) - (0.187 * knowledge identification) + (0.065 * knowledge organization) + (0.078 * learning).

Keywords: Knowledge Management, Performance Efficiency, Staff Performance
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INTRODUCTION

Human resources are important and valuable towards an organization' s existence and collapse. There have been continual studies on human resource since the old times until present and this matter has been regularly in the limelight of every age. It is obviously seen that executives of various organizations have unanimously shown their recognition on human resources as the most valuable assets. Consequently, all organizations have tried to search for capable knowledgeable persons for their companies. However, those may sometimes confront with the problem of their staff' s competencies that are not in line with their expectation and the causes of such problems may be since they do not put the right man to the right job or the human resources themselves do not try their best effort to work for their organizations due to lack of their organizations' motivation. In fact, the work is the most important and meaningful factor for an individual person' s life since it is the source of income to be earned for living and contributing his/her life to be comfortable and happy. To be proud and recognize the value of work, the objective is required to be obviously determined so as to enable an individual to enjoy, be happy, creative, confident and has a positive attitude towards his/her work and also organization. The employee engagement is the relationship between an organization and employees which plays a vital role of retaining capable employees to work with an organization on long-term basis which is the supporting element of an organization' s existence. Whereas for the happiness, it is the assessment of employee satisfaction towards their main objective of life. Any organization succeeds in recruiting capable and knowledgeable candidates to become an organization' employees, the commitment to do their assigned works can be motivated to make them intend to work with an organization which will contribute an organization security and help minimize a loss of human resources to achieve in an organization goal. (Kantika Thaweerod, 2550).

Consequently, the achievement and progress of an organization consist of the following 2 conditions and factors; effective management system and high employee satisfaction that are the key success of every organization. The management is the internal factor in which executives need to establish the working process in compliance with an organization' s environment and it is not difficult if executives are capable and have sufficient good experiences. However, to create the employee satisfaction, it seems not easy since personal requirement is varied subject to an individual's status. In the meantime, the progress or organization development to reach the highest achievement is also derived from the performance efficiency. In addition, the employee satisfaction affects an achievement of works and organization including employees' happiness. In any organization where there is no employee satisfaction, it will be a root cause of low operating result and quality of works leading to employee absence, resignation or criminal and disciplinary problems. Furthermore, the employee satisfaction also represents the performance efficiency and executive leadership. In conclusion, if an organization places an importance on creating the employee satisfaction, understands factors or elements influencing such satisfaction and realizes that satisfaction is always inconsistent and varied subject to change of situation or time, such an organization can run its operating result effectively with achievement in due course.

RESEARCH METHODOLOGY

Objectives

1. To study the factors of knowledge management of Suan Sunandha Rajabhat University supporting staff.
2. To study the performance efficiency of Suan Sunandha Rajabhat University supporting staff.
3. To study the factors of knowledge management impacting the performance efficiency of Suan Sunandha Rajabhat University supporting staff.

Research Instrument

This research is a survey one and a number of population for this study is 1,019 supporting staff of Suan Sunandha Rajabhat University that were calculated by the simple random sampling of Taro Yamane' s formula (Taro Yamane, 1970) at significance level of 0.05 to acquires a sampling group of 287 respondents with the research variables as follows: independence variables consisting of knowledge management; knowledge identification, knowledge creation and acquisition, knowledge organization, knowledge codification and refinement, knowledge access, knowledge sharing and learning, and dependence variables consisting of staff performance efficiency; quantity of works, quality of works, working time and operating cost.

The research instrument used for this research is a questionnaire divided into 3 parts as follows:

Part 1 Demography Characteristics separated by gender, age, education level, working experience and department in a form of a check-list questionnaire, totally 5 items.

Part 2 Knowledge Management in the following aspects; knowledge identification, knowledge creation and acquisition, knowledge organization, knowledge codification and refinement, knowledge access, knowledge sharing and learning, respectively in the format of a typical five-level Likert item questionnaire, totally 35 items.

Part 3 Staff Performance Efficiency in the following aspects; quantity of works, quality of works, working time and operating cost, respectively in the format of a typical five-level Likert item, totally 20 items.

The research instrument quality control was focused on content validity made by 3 experts and reliability by the try-out method, conducted through the group of 30 people similar to the sampling group, obtaining reliability value of .9744.

The evaluation of data was processed by a statistical computer program divided into:

1. Descriptive Statistics: to explain the demography characteristics by using statistics of frequency and percentage whereas using the value of mean and standard deviation analysis for knowledge management and staff performance efficiency.

2. Checking appropriate models of factors impacting the performance efficiency of Suan Sunandha Rajbhat University supporting staff by using not over than 5 values of variance inflation factor (VIF), not lower than 0.2 values of Tolerance and not over than 10.0 values of Eigen Value in order to cause irrelevance among every independent variable and no multicollinearity.

3. Checking models of factors impacting the performance efficiency of Suan Sunandha Rajbhat University supporting staff by the stepwise multiple regression analysis using the variables to predict each model.

4. Creating a model of every independent variable impacting the performance efficiency of Suan Sunandha Rajbhat University supporting staff with the equation of $Y = a + b1x1 + b2x2 + b3x3 + \ldots$

a	=	Constant Value of Predictor Equation
b1, b2, b3	=	Regression Coefficient Value of Predictor Variables
x1, x2, x3, x4, x5	=	Predictor Variables

RESULTS

The results can be concluded as follows:

1. Among those 287 of Suan Sunandha Rajbhat University supporting staff, the respondents, are mostly females aged between 41 – 50 years old with a bachelor degree and 2-5 years working experiences working under the university' s colleges as details shown in Table 1.

Table 1 Number and Percentage of Demography Characteristics of Suan Sunandha Rajbhat University Supporting Staff

Demography Characteristics	**Number (n =** 287)	**Percentage**
1. Gender		
Male	129	45.2
Female	158	54.8
2. Age		
less than 36 years	33	11.5
36 – 40 years	68	23.8

Demography Characteristics	Number (n = 287)	Percentage
41 – 50 years	77	27.0
46 – 50 years	46	16.2
51 – 55 years	50	17.5
over than 56 years	11	4.0
3. Education Level		
Bachelor Degree	193	67.2
Master Degree	74	25.8
Ph.D.	20	7.0
4. Working Experiences		
less than 2 years	77	27.0
2 – 5 years	82	28.7
6 – 10 years	78	27.3
over than 11 years	49	17.0
5. Department of		
Education	31	10.8
Science & Technology	20	7.0
Humanities & Social Sciences	29	10.2
Management Science	33	11.4
Industrial Technology	32	11.0
Fine Arts	17	6.0
Colleges	68	23.8
Learning Support Units	57	19.8

2. The opinion towards the knowledge management, an overview and the following 7 aspects are at the highest level; ranking in order as knowledge identification, learning, knowledge creation and acquisition, knowledge sharing, knowledge access and knowledge organization, respectively as details shown in Table 2

Table 2 Average & Standard Deviation of Opinion towards Knowledge Management in Each Aspect & Overview

Knowledge Management	Level of Opinion		
	$\bar{x}$	S.D.	Interpretation
1. Knowledge Identification Aspect	4.78	.258	highest
2. Knowledge Creation & Acquisition Aspect	4.71	.362	highest
3. Knowledge Organization Aspect	4.66	.481	highest
4. Knowledge Codification & Refinement Aspect	4.69	.394	highest
5. Knowledge Access Aspect	4.68	.443	highest
6. Knowledge Sharing Aspect	4.69	.418	highest
7. Learning Aspect	4.74	.336	highest
Overview	4.71	.339	highest

3. The staff performance efficiency, overview and followings 4 aspects are at the highest level; ranking in order as quantity of works, working time, operating cost and quality of works, respectively as shown in Table 3.

Table 3 Average & Standard Deviation of the staff performance efficiency in each aspect & overview

Staff Performance Efficiency	Level of Opinion		
	$\bar{x}$	S.D.	Interpretation
1. Quantity of Works	4.70	.336	highest
2. Quality of Works	4.65	.316	highest
3. Working Time	4.69	.394	highest
4. Operating Cost	4.68	.443	highest
Overview	4.68	.318	highest

4. The factors impacting the performance efficiency of Suan Sunandha Rajbhat University supporting staff consisted of knowledge access, knowledge codification & refinement, knowledge identification, knowledge sharing and learning, respectively as details shown in Table 4.

Table 4 Result of Checking Appropriate Models of Factors for Knowledge Management Impacting the Performance Efficiency of Suan Sunandha Rajbhat University Supporting Staff

Sequence	Model	β	t	Collinearity Statistics	
				Tolerance	VIF
Model 1	Constant Value	-	24.589**	-	-
	Knowledge Access Aspect	.926	48.876**	1.000	1.000
Model 2	Constant Value	-	20.339**	-	-
	Knowledge Access Aspect	.590	24.119**	.348	2.875
	Knowledge Codification & Refinement Aspect	.416	17.033**	.348	2.875
Model 3	Constant Value	-	20.085**	-	-
	Knowledge Access Aspect	.630	27.074**	.331	3.020
	Knowledge Codification & Refinement Aspect	.515	19.921**	.269	3.717
	Knowledge Identification Aspect	-.171	-7.985**	.392	2.550
Model 4	Constant Value	-	20.044**	-	-
	Knowledge Access Aspect	.626	27.864**	.331	3.024
	Knowledge Codification & Refinement Aspect	.413	13.405**	.275	4.699
	Knowledge Identification Aspect	-.157	-7.529**	.386	2.590
	Knowledge Organization Aspect	118	5.561**	.368	2.718
Model 5	Constant Value	-	16.754**	-	-
	Knowledge Access Aspect	.584	22.323**	.239	4.188
	Knowledge Codification & Refinement Aspect	.404	13.185**	.274	4.753
	Knowledge Identification Aspect	-.152	-7.348**	.384	2.606
	Knowledge Organization Aspect	.099	4.497**	.377	2.968
	Learning	.072	3.028**	.289	3.463

CONCLUSION

Further to the findings from this research, the significant issues were raised for discussion as follows:

1. According to the findings, the knowledge management, overview and following 7 aspects were at the highest level; ranking in order as knowledge identification, knowledge creation and acquisition, knowledge sharing, knowledge access and knowledge organization, respectively. This is in line with the concept of James Brain Quinn (as referred in Office of the Public Sector Development Commission and Thailand Productivity Institute, 2548) stating that the numerous surrounding explicit knowledge can be divided into 4 levels; the 1st level: Know-what : it is a perception gained from learning, seeing or remembering in view of theory or knowing what it is, the 2nd level: Know-how: it is a capability to apply the knowledge gained into practice to be in accordance with the environment, the 3rd level: Know-way: it is the more complex causal deep understanding under various circumstances and situations that can be developed based on experience of problem solving or discussion with other people, and the 4th level: Care-way: it is a creative knowledge from an individual having and attention to reason, intention, motivation and self-adjustment for success. However, according to Schermerhorn (2000 as referred in Dusadee Chaichana, 2550) stating that the perception process is the data processing decided by an individual perception and the outcome. The data processing was divided into 4 stages; intention and data selection, data collection & organization depending on experience, learning and thought. The interpretation of each person is differently varied whereas data improvement of recorded memory will be updated upon thinking pattern whenever there are new data selection, organization and interpretation.

2. The staff performance efficiency, overview and following 4 aspects, as per the findings, were at the highest level; ranking in order as quantity of works, working time, operating cost and quality of works, respectively. This is in line with the concept of Zimbardo and Ebbesson (Zimbardo and Ebbesson, 1970 as referred in Nongrak Boonsert, 2554) stating that the composition of an attitude can be divided into 3 components; the cognitive component - if one know what is the bad thing, his attitude will be negative against it, the affective component – it is related to feeling for each thing, in term of positive or negative aspects, expressed whenever one is thinking about it in a different way, and finally the behavior component - it is an expression of an individual towards anything or anyone as a result of the cognitive and affective components. In addition, the findings are also in line with the concept of Virach Niphawan (2543 as referred in Sriporn Kaewkhong, 2554) stating that the management efficiency is an indicator of progress or failure of an organization and the most important role of executives is the managerial duty that is internationally applied for every organization regardless of large or small one. The smart executives need to select an appropriate management style that will best meet a variety of business situation and be able to leverage such a style for highest benefits of their organizations as well.

3. As per the findings, the factor models of knowledge management impacting the performance efficiency of Suan Sunandha Rajbaht University supporting staff represented the performance efficiency of Suan Sunandha Rajbaht University supporting staff = 1.453 + (0.419 * Knowledge Access Aspect) + (0.326 * Knowledge Codification & Refinement Aspect) - (0.187 * Knowledge Identification Aspect) + (0.065 * Knowledge Organization Aspect) + (0.078 * Learning Aspect). This is also in line with the behavior theory of Bloom (Bloom, 1975 as referred in Sinchai Boonman, 2550) stating that the behavior of human being means all activities done under the following 3 domains; firstly, the Cognitive Domain which involves thought and the development of intellectual skills in sequence (from the simplest to the most complex) from knowledge, comprehension, application, analysis, synthesis and evaluation,

secondly, the Affective Domain which means interest, feeling, values or improving of abiding value measured by the externalizing behavior, and thirdly, the Psychomotor Doman which means the behavior through a physical movement ability in a circumstance or possible behavior in a next occasion. This is also in line with the concept of John B. Watson (John B. Watson, 2451 as referred in Phrao Choompradit, 2548) believing that the behavior is shaped from practice and learning and the instinctive behavior is subject to the level of classification of creatures; in other words, the higher level they are, the less instinctive behavior they will express. On the contrary, the behavior shaped from the maturity of practice and learning will be higher. Learning of an individual is divided into 3 categories; the Stimulus Learning, Experiential Learning which will determine a form of reinforcement behavior and positive punishment (reward) that makes it more likely that the behavior will occur again in the future, and finally, the Observational Learning which occurs through observing the favorite or respectful archetype' s behavior.

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ANALYSIS OF A COMPANY'S MARKETING CHANNELS

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ABSTRACT

With the continuous development of the times, the gradual expansion of the scope of Internet applications, and the changes in people's thinking styles, all companies are constantly innovating in keeping with the pace of the times to seek better development. If a company wants to stand out in the entire industry, it must have its own uniqueness.

As one of the industries that occupy a certain market, brokerage firms also have their own uniqueness In the background of securities companies, the securities industry is fierce competition, but now, due to people's concerns about investment and risk avoidance, the brokerage industry's marketing profits have declined. How to get a firm foothold in this industry has become the focus of our attention.

In this paper, we study the marketing channels of the sales department of Anxin Securities, understan the marketing channels used, update the marketing channels, how to develop customers and the application of marketing channels in enterprises. Thus deepy explore the role and influence of the marketing channel to the security, and the difference between the marketing channel of the past and the marketing channel of the present, and then put forward suggestions for the improvement of the marketing channel of the security, so as to expand the marketing success rate.

Kewords: Marketing channels；Anxin Securities；Role and impact；difference

INTRODUCTION

1. Background

This article takes "Analysis of Marketing Channels of Essence Securities' Huosha Road Sales Department" as the title to study Essence Securities Co., Ltd.'s marketing channels. Under the background of fierce competition in the securities industry and declining marketing profits, how does Essence Securities obtain more customers through its marketing channels, increase customer trust and loyalty to the company, and how to update its marketing channels to form a unique Advantages have become an important factor in the success of a company. In the course of the development of the times, Essence Securities has continuously improved its marketing channels to adapt to social changes, and formed new marketing channels through the improvement of traditional marketing channels and combined with the characteristics of its own company.

Nowadays, people's acceptance of the Internet is getting higher and higher, and the application range of the Internet in all walks of life is getting wider. Therefore, Essence Securities is also developing marketing channels suitable for the Internet age based on the traditional marketing channels. Make it easier for people to receive the company's business promotion news and improve the efficiency of business promotion.

1.1 Research purpose

Through an in-depth investigation of the Huosha Road Sales Department of Essence Securities, we will study Essence Securities' marketing channels, the influence of marketing channels on Essence, as well as the difference between traditional marketing channels and modern marketing channels.

1.2 Research content

Marketing channels of Essence Securities Co., Ltd. The composition framework of the sales department, daily business processes, how to develop customers, and the application of direct marketing channels and indirect marketing channels in enterprises, the difference between traditional marketing channels and modern marketing channels.

(1) Analysis of the current environment: examine the current situation of the company's channels by collecting company channel information, and analyze the channels of competitors

(2) Short-term channel countermeasures: Evaluate the development opportunities of the channels and find out the offensive opportunities

(3) Channel system optimization design: Design questionnaires to investigate customer needs, qualitatively and quantify customer needs, and analyze how to optimize the channel system according to needs.

(4) The company's "ideal" channel system: through interviews to understand the limitations and actual gaps between marketing channel development

(5) Selection and incentives of channel members: Understand the criteria of Anxin to select channel members; Anxin's incentive methods for channel members.

(6) Investigate and analyze the influencing factors of Essence Securities' marketing channel selection.

Essence Securities Co., Ltd. is mainly engaged in securities agency trading, securities underwriting and sponsorship, securities asset management, securities asset custody, securities investment consulting, margin financing and securities lending, fund agency sales, financial product agency sales, stock index futures intermediate introduction, and securities trading, and securities investment Related financial services such as financial advisory.

Telephone channel

In the process of business promotion of Essence Securities, telephone promotion is an important marketing channel. Customers are asked about their investment intentions and whether they are willing to open an account with Essence Securities to conduct business. And business promoters get calls through a variety of ways. The first is to exchange business cards. Business cards are a way to quickly introduce themselves to others. It is not difficult for us to find out whether it is in social situations or other occasions, or in business. When the department handles business, there will be business promoters to deliver business cards to customers, so as to obtain the customer's contact information or business cards. The second is to participate in seminars and professional gatherings to expand contacts. In order to prevent customers from forgetting the process of handing over and recommending business after they get the business card, the promotion staff will usually get the contact information of the other party within a week. Call to ask if there is a willingness to open an account. The third is to collect phone numbers through a phone number collector, or purchase phone resources in other ways.

In the survey, it was found that the frequency of selecting Essence Securities through telephone channels was 15 times, accounting for 25% (see Figure 1). Compared with the two channels of WeChat and Bank, the frequency of being selected is lower. It can be seen that Although the resources of the telephone channel are relatively easy to obtain, the success rate is low due to people's risk aversion and importance to information security.

WeChat channel

With the development of network technology and the widespread application of Web2.0 tools and community forums, word-of-mouth marketing also occupies an important position in website promotion. Now the new tools for website promotion are mainly micro marketing represented by WeChat marketing [3]. As people use WeChat more and more frequently, Moments of Friends has become a kind of social occasion. The business promoters of Essence Securities will publish some investment news and products that are on sale or about to be sold in Moments of Friends. Customers answer questions. In addition, WeChat is also a way to connect with customers. In addition to promoting business to customers and answering questions for customers, business promoters will also chat with customers about things other than investment on WeChat, and use the identity of friends to communicate with them. Talk to customers, which makes it easier to improve the success rate of business promotion. The promotion of business through WeChat marketing greatly improves the flexibility and success rate of operations.

In the survey, it was found that Essence Securities was selected 39 times through WeChat channels, accounting for 65% (see Figure 1). It is the most widely used among the three channels. It can be seen that micro-marketing is effective The wide range of applications in enterprises makes WeChat not only a way of communication, but also an excellent platform for developing customers and promoting business.

Bank channel

The bank marketing channel is a marketing process in which the bank is the unit of activity to create value for investors by providing diversified products and high-quality professional securities services, thereby attracting new customers. Essence Securities promotes its business through cooperation with banks. First of all, the bank has a large number of business outlets and a large number of customer groups, which are closely related to the lives of the people. The development of customers through bank outlets (bank branches, savings offices, wealth management centers), etc., not only saves manpower and material resources, but also has significant effects. Secondly, after the development of third-party independent depository, the brokerage company can develop customers in different places through the numerous branches of the bank. Nowadays, banks generally attach importance to intermediate business income. The development of third-party business depository has been fully accepted, and the degree of emphasis has increased. The support for brokers has increased, and new growth customers are more likely to accept bank-channel investment and wealth management account opening .

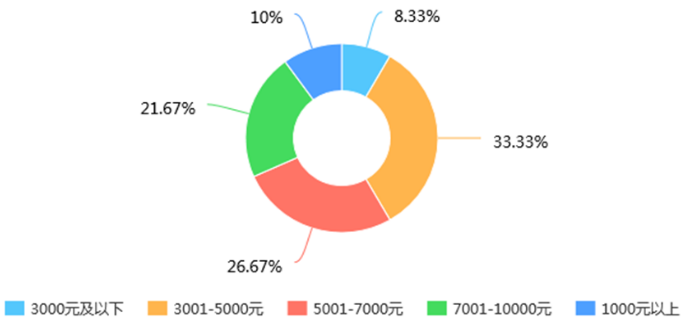
Banks are different from ordinary channels, and each bank has a different background. Therefore, before implementing banking activities, it is necessary to fully understand and evaluate the partners and the feasibility of cooperation. The main thing is to evaluate each bank based on the number and quality of bank customers and the degree of cooperation of the bank. Of course, in the process of cooperating with banks, our marketing staff will also appropriately help the resident banks expand their business to enhance the basis of cooperation between the two parties. For example, we will help them issue some bank cards or sell some financial products on their behalf.

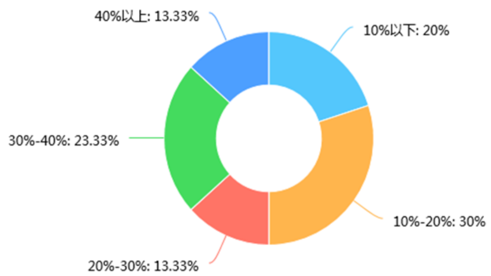
In the survey, it was found that Essence Securities was selected 31 times through bank channels, accounting for 51.67% (see Figure 1), which occupies the middle position among the three channels. It can be seen that customers have a strong interest in bank channels. A certain degree of trust, more willing to learn about the company through bank channels.

2. Analysis of the results of the questionnaire

2.1 Few high-quality customers developed through marketing channels

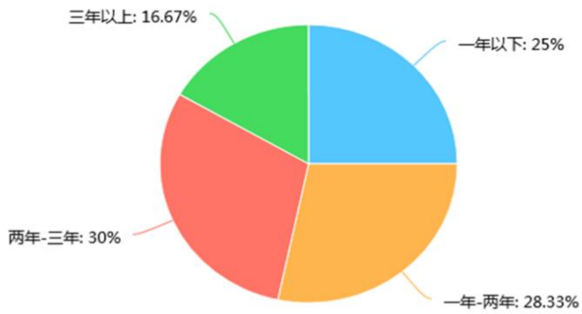
Among the customers surveyed, there are only 5 customers with monthly income of 3000 yuan or less, accounting for 8.33%; 20 customers with a monthly income of 3001-5000 yuan, accounting for 33.33%; between 5001-7000 yuan There are 16 people, accounting for 26.67%; 13 people between 7001-10000 yuan, accounting for 21.67%; 6 people above 10,000 yuan, accounting for 10% (see Figure 1). It can be seen that among Anxin's customers, middle-income earners with monthly incomes above 3,000 and below 10,000 account for the majority. Based on monthly income, the money used for investment is divided into five levels. Among them, 12 customers account for less than 10% of monthly income, accounting for 20%; customers accounting for 10%-20% There are 18 people, accounting for 30%; customers between 20%-30% and more than 40% are 8 people, accounting for 13.33%; 14 people accounting for 30%-40%, accounting for It is 23.33% (see Figure 2). It can be seen that the most customers invest with 10%-20% of monthly income. Since middle-income customers account for the majority, the income is limited, and there are fewer high-quality customers, which leads to a small investment amount of customers in Essence Securities.





2.2 Strong customer liquidity

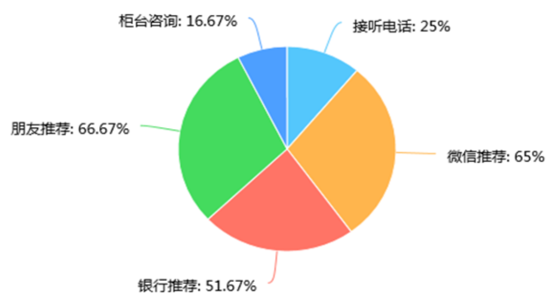
Among the 60 customers surveyed in this survey, 15 have invested less than one year in Essence Securities, accounting for 25%; 17 have invested between one and two years, accounting for 28.33%; There are 18 people with investment time between two and three years, accounting for 30%; 10 people with investment time of more than three years, accounting for 16.67% (see Figure 3). It can be seen from this that most of Essence's customers have invested less than three years, which proves that customers still have certain concerns about investment, and generally do not place assets for too long, and they have strong liquidity.



2.3 The success rate of traditional marketing channels is low

In the survey of customer acceptance of different marketing channels, it was found that people knew and understood Essence Securities through different and diversified marketing channels. In the questionnaires returned, they learned that Essence Securities was selected 15 times by answering the phone. The proportion is 25%; the number of times of being selected through WeChat recommendation is 39 times, accounting for 65%; the frequency of being selected through bank recommendation is 31 times, accounting for 51.67%; and the number of times being selected through friend recommendation is learned There are 40 times of frequency, accounting for 66.67%; 10 people consulted through the counter, accounting for 16.67% (see Figure 4). It can be seen that the customers who know Essence Securities through WeChat recommendation and friend recommendation are the most, followed by bank recommendations, and the customers who know Essence through answering the phone are the least. Therefore, the promotion success rate of WeChat channel and bank channel is higher, while the success rate of telephone channel is lower.

In the survey of customers' willingness of marketing channels, 6 people were more willing to learn about Essence Securities through telephone recommendation, accounting for 10%; 22 people were willing to learn about Essence Securities through WeChat recommendation, accounting for 36.67%; willing to pass There are 9 people who know about the company through counter recommendations, accounting for 15%; 23 people who are more willing to learn about Anxin through friend recommendations, accounting for 28.33% (see Figure 5). It can be seen that customers are more willing to learn about the company through WeChat recommendation and friend recommendation. Therefore, Anxin's promoters should use WeChat channels to broaden their contacts.



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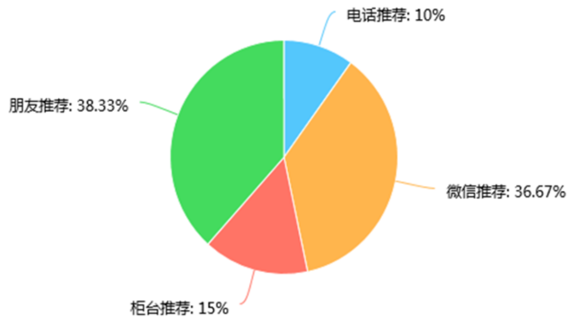

COUNTERMEASURES AND SUGGESTIONS

3.1 Improve the quality of development customers through marketing channels
3.2 Reduce customer liquidity through marketing channels
3.3 Improve the success rate of traditional marketing channels
3.4 Reduce customer concerns about investment through marketing channel

CONCLUSION

In the fiercely competitive brokerage industry, if Essence Securities wants to gain an advantage, it must improve its marketing channels, combine traditional marketing channels with modern marketing channels, better adapt to the development of society and customer needs, and improve the development of customers through the improvement of marketing channels Quality, reduce customer mobility, improve the success rate of traditional marketing channel development, reduce customer worries, give play to the advantages of modern marketing channels, combine the characteristics of the company to form its own unique marketing channels, and enhance the professionalism of the sales department so that Increase customer trust in the company. In short, marketing channels are one of the important factors of business operations. Only marketing channels that are suitable for business development and adapt to changes in the times can create greater value for the company.

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NEW PRODUCT DEVELOPMENT STRATEGIES OF CROSS-BORDER INNOVATION IN FASHION INDUSTRY

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ABSTRACT

Fashion, especially the clothing is the carrier of modern scientific and technological progress. In today's world, science and technology and knowledge economy are developing rapidly. Knowledge economy is the pillar of high-tech and information technology, this feature will affect and determine the 21st century clothing industry. The most important task of the scientific and technological development of the garment industry in the next few years is to use high-tech and information technology to change and enhance the traditional garment function, which will be mainly reflected in the research and development of intelligent clothing

Intelligent clothing is a combination of textile engineering, electronic information science, materials science, human science and other related disciplines, perception, response and feedback are the three major elements of intelligent clothing. Simply put, smart clothing is the product of the combination of clothing and smart technology.

At present, intelligent clothing is mainly in the traditional clothing covering the human body, insulation and cold protection, beautification decoration and other basic functions on the basis of the expansion of clothing functions. There are four main fields of intelligent clothing, namely: life and entertainment, sports and fitness, medical health and military equipment

This research is designed from different aspects of innovation strategies, driving forces of innovation, decision tactis, IDEO mode and open innovation knowledge in terms of new product development of cross-border, to help the fashion industry understand cross-border innovation management and effectively develop innovative products through the use of relevant literature data and learning from successful cases and experiences.

It provides insight for cross-border operation of enterprises and enlightens the practice of dynamic management of organizational boundaries under today's knowledge economic situation.

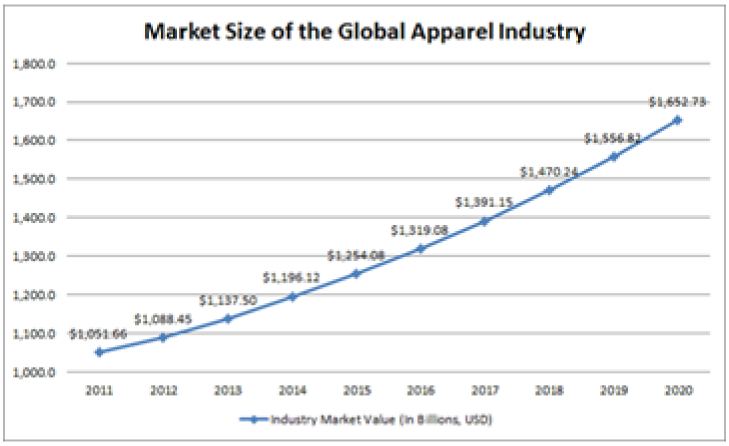
Keywords: New Product Development, Boundary spanning, Fashion Industry, Innovation Management of Boundary Spanning

INTRODUCTION

With the new intelligent products, the future of materials and revolutionary textile technology innovation, new electronic fabrics are booming. The development of wearable technology and intelligent textiles has become a hot topic, more and more people are constantly committed to the application of these new materials to their artistic pursuit and daily life. We are in the midst of a huge technological textile transformation, a perfect integration of science and technology and textiles change. In this context, the traditional fashion industry needs to seek cross-border innovation, resource integration and cross-border new product development, in order to save costs and unleat their own technology, talent, equipment conditions, large-scale capital investment restrictions.

1.1 Research background

The share of total European consumer spending for clothing been declining since the 1950's. By 2009 it has reduced from 20% to 11%, and in 2017 it was at 4,8%. It projected to level out at 2,5% by 2025. In the meantime, the spending for consumer electronics has risen to 8%. Leading fashion brands are recognizing that they are less in competition with each other and more with the likes of Apple, Samsung, Sony and LG. They now beginning to see the enormous potential of integrating new technical functions into their garments. Wearable Technologies are turning into a megatrend in the industry. Fast paced fashion brands are not structured for such long term of developments and therefore have trouble in implementing. What has been missing is a functioning link between the micro-electronic and clothing industries.



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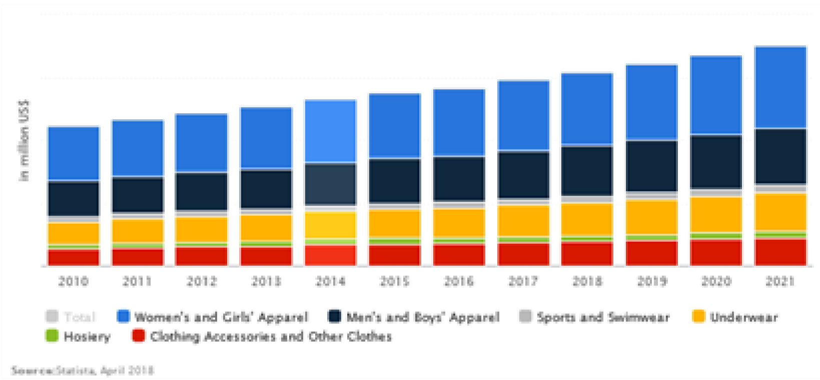

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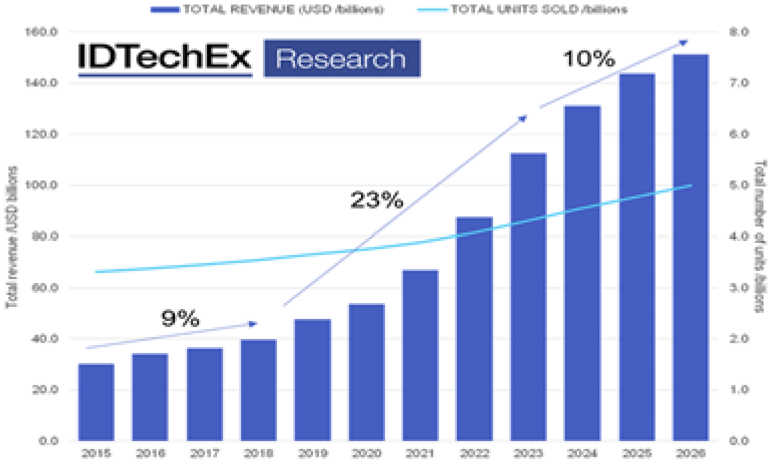

(IDTechEx, 2016)

As the above data shown, despite the reduction of the share in European consumer spending on clothing, the overall global apparel industry is still in a solid growth. Within this, the Men's and Womens apparel, have a dominating share. These are the primary targets in our wearable technology concepts. The market volume for wearable technology will reach accelerated growth with a yearly growth of 23 percent through to over $100bn by 2023 and, reach over $150bn by 2026.

1.2 Problem Statement

This article focuses on the difficulties and problems in the management of new product development of cross-border in fashion industry. When working in an interdisciplinary team, everyone's ideas are different because of their different backgrounds and starting points. Engineers' understanding of things is completely different from that of fashion designers, and the ideas are certainly different, but only cooperation can make everyone's brain function to the maximum extent possible. In terms of innovative product development, how to collaborate for across border, how to use the strategies of new product development, which are the problems to be stated.

1.3 Research Significance

Food and clothing as the first, clothing on the importance of human beings is self-evident. Comfort, intelligence, function is now, but also the future development trend of clothing. Smart clothing youth, fashion sense, science and technology is the focus of young people's attention. Smart clothing in the development of progress, smart clothing in the future, you and I are worth looking forward to.

LITERATURE REVIEW

2.1 Innovation and New Product Development in terms of Cross-border.

Innovation begins with curiosity. Innovation is iterative and the outcome of a series of experiments. Effective innovation involves risk-taking, assessment and mitigation. The key to innovation is imagination (curiosity and bold imagination), using innovation (focus and reconstruction) to practice our unique creativity on the basis of creativity.

For innovation, Rogers and Shoemaker (1972) provides a more comprehensive definition: innovation is not a separate behavior, but a complete process of interrelated sub-processes. It's not just about come up with a new idea, invent a new device or develop a new market. Innovation is the integration of all these processes of behavior. Products are the result of innovation. Innovation is the management of all activities designed for the creative generation, technology development, manufacturing and marketing processes of new products.

The potential benefits of new product development are enormous. Research by Cooper and Edgett (2008) shows that, on average, new products account for a growing share of business sales. In 3M, for example, sales of new products accounted for 30 percent of total sales in 2015 and increased to 37 in 2017.

Cross-border innovation refers to the realization of original, breakthrough and leading innovation based on certain directions and objectives, crossing the boundaries of cognition, behavior, thinking, space-time, field and culture. It can break through the shackles of the original boundaries, through the collision, intersection and integration of different fields, break the old innovation system, form a new innovation system, and then produce some unexpected and far-reaching innovation results. Many major scientific discoveries and technological inventions are the product of cross-border innovation. Cross-border innovation is emerging around us. For example, through cross-border innovation, the modern textile industry is no longer limited to providing products for traditional industries such as garment processing industry, but also through the provision of fiber materials, services in biomedicine, aerospace and other high-tech industries;

Technology companies such as Google have teamed up with Levi's and other fashion houses to create fashions embedded in interfaces and sensors. In this partnership, Levi's can focus on creating products that are comfortable and stylish, while Google can focus on providing functionality and technical support. Focus on your strengths in collaboration, but for smooth communication, you need some training and learning. Google's software engineers learn traditional methods of textile manufacturing to better understand possible success, while Levi's designers must learn the basics of electronics and tactile interfaces to understand how to use them and the factors that must be taken into account in design.

2.2 Decisions on Cross-border Innovation

According to Krishnan and Uldrich (2001), there are five decisions that enterprises need to make during the concept development phase

- what is the target value of the product
- What is the concept of the product?
- What different types of products will be available?
- what is the structure of the product?
- What is the overall physical design and industrial design of the product?

During the supply chain design decision-making phase, Krishnan and Uldrich (2001) considered the following issues to be key:

- Which part of the product requires a unique design?
- Who designs and manufactures the product?
- What is the actual supply chain configuration like?
- What process is used to evaluate the product?
- Who will develop and support process equipment?

A series of decisions on new product development are analyzed from various angles above, which is suitable for careful thinking and answering by the collaborative parties involved in cross-border innovation. For example, if a fashion company wants to develop a battery-powered thermal jacket, fashion designers and co-engineers in the heating system can draw on these decisions for division of labor, collaboration and resource integration.

It is worth mentioning that in cross-border innovation products, these products are truly innovative products (others such as product line expansion, product improvement, cost reduction, repositioning, etc.). Because these products are new to businesses and markets, they are risk.

2.3 Driving forces of New Product Development on Cross-Border

The following driving forces are the engines of cross-border innovation, the source of innovative thinking, and the enthusiasm of innovators. Enthusiasm is not innate. It is generated from experience.

2.3.1 Curiosity Driven

Innovation begins with curiosity, and then curiosity inspires imagination, imagination brings creativity, creativity-oriented innovation, innovation drives the market. Curiosity and inspiration are ways of thinking that we control. By developing these ways of thinking, we can unlock unlimited opportunities.

The design is inspired by the people themselves, and you can get a lot of inspiration by looking at the way users solve problems. The inspiration for the famous web designer Smashing Magazine, for example, is National Geographic magazine, where you can learn how people around the world deal with problems, big or small, and they can solve them smartly.

2.3.2 Customer Driven

Well-managed enterprises are good at developing continuity technology, that is to say, good at providing product performance in a way that customers recognize. The specific management method is based on the following points: 1, listen to the customer's opinion, 2, invest heavily in the customer's desire to get further improvement of the technology, 3, strive for higher profit margins, 4, to a larger market, not a smaller market.

2.3.3 Techniques Driven

This is the result of dynamic changes in technical research. The introduction of quartz watches in the 1970s, for example, was both a technological breakthrough (the introduction of semiconductors) and a fundamental shift in meaning (from jewelry to tools, and some watches even had additional features on computers)

2.3.4 Design Driven

Design-driven innovation is not the answer to the market but the interaction with the market, as well as the improvement of the market.

2.3.5 Trends Driven

Well-managed companies often fail because of the management methods that drive them to become industry leaders, and because they are seriously hampered by the destructive technologies that ultimately eat up their markets.

Learn to take advantage of future trends to open up new opportunities, as the future will be affected by current and observable trends.

2.4 Tactics of New Product Development of Boundary Spanning

2.4.1 Open Innovation Management

An important way to innovate across borders is through cooperative management, through partner selection, cooperative building and organization, and creating an innovation ecosystem. The benefits of collaboration are achieved through careful partner selection, long-term trust relationships, effective structure and management processes, and clear but flexible evaluation and evaluation criteria. Cross-border innovation introduces a development management model that shortens the research and development cycle, reduces research and development costs, shares resources, and reduces risk to global production networks, globalization and localization (embedded).

Features of open innovation:

- Openness of the innovation environment (information and knowledge dissemination, capital markets, talent)
- Openness of the subject of innovation (the enterprise itself, including scientific research institutions, institutions of higher learning, government agencies, etc.)

- Openness of innovation resources (public knowledge base, partners, competitors, users become sources of innovation)
- Openness of creative development (an innovative "by-product" that was previously blocked may now be transferred externally through licensing or patent licensing, or developed in cooperation with the outside world, provided it creates value for the business)

By understanding the concepts, dynamics and characteristics of open innovation, as a reference, cross-border innovative product development management can carry out a series of strategies for resource integration, make full use of resources, reduce development costs, accelerate product development cycle, to market competitive products:

- joint scientific research institutions, institutions of higher learning research and development resources
- share with other industry resources, jointly develop products
- purchase external technologies and key components or share patents.
- re-structure supply chain resources to optimize

2.4.2 IDEO (KALLEY, 2001) has successfully demonstrated two important paths to innovation, user-driven and design-driven, and here are a few points:

- Ask questions (ask what, ask how, ask who), Innovators are great questioners, passionate about asking questions that challenge the status quo.
- Observation: Intuitively feel the customer's thoughts and feelings
- Communication: Understand the user's likes, challenges and things that really matter, and open the door to innovative ideas through observation and communication.
- Brainstorming: Search for designs that solve the problems you find
- Prototyping: To get good feedback on all new product ideas, it's quickest to take the prototype out and try it out.

2.4.3 Successful cases of cross-border innovation

A new trend has emerged in the electronics and computer industries - the design of high-tech products that can be "integrated" with clothing. Some media boldly predicted that in the near future, digital products and clothing will be more and more blurred, the future of electronic products can be perfectly "hidden" in clothing, and the future of clothing into a computer can "wear" on the body.

The countries in the world actively developing "smart clothing" are mainly Germany, Finland, Belgium, Switzerland, the United Kingdom and other European countries, partly because of the strong demand for new textile development in Europe, on the other hand, they also have advanced peripheral electronic motors, communications, computer software industry mutual support and cooperation. Many clothing industry giants also hope that the "smart clothing" research and development, for the depressed traditional textile industry to inject a new vitality and vitality. Designers will continue to make a splash in color and style, but another high-tech smart garment will also be on display. In addition to ordinary clothing cover, cold and beautification, but also has other anti-sweat odor, automatic color change and transmission of information and other functions.

Because of the huge market potential for smart clothing, chemical companies, garment makers and electronic device makers have invested in nike's partnership with Google Maps and Apple's iPhone to launch a sneaker that allows users to track their "electronic footprint" on Google Maps. When Nike plugs sensors into sneakers, it connects wirelessly to Apple's wireless networks and 3G networks, allowing users to download their training online from their phones, including the number of kilometers they run, calories burned, pace and more. Users can also set a route on Google Maps before running, and Google Maps immediately displays data such as road names, road conditions, and more.

Nano-Tex of the United States, known for its use of nanotechnology to produce high-tech fibers, is experimenting with the effects of a stocking. Made from molecular-grade sponges, the socks absorb the sour hydrocarbons that cause odors in the body, which are released only when detergent is encountered in the washing machine. With the new fabric, a sweatshirt doesn't smell sweaty even if worn three or four times, one researcher said. In addition, Motorola is developing a clothing that can contact the washing machine and give instructions on how to wash the clothes

Scientists at the Massachusetts Institute of Technology are trying to embed electronic devices such as telephones and computers in clothing. Their research program has attracted a number of sponsors, including Philips of the Netherlands. Philips has teamed up with jeans maker Strauss to launch a jacket with a built-in mobile phone and MP3 player, but it's too bulky to be improved. The digital costumes that scientists will develop in the future are soft screens that are as smooth and shiny as silk, small buttons as delicate as buttons, and light batteries designed as ornaments that are diluted into a pocket or embellishment. The goal of digital clothing is "augmented reality", the combination of the real world and the virtual world, which is like adding a menu to the normal picture of the real world through which people can communicate information freely, whenever and wherever they want

Sensatex plans to launch a sports T-shirt that monitors heart rate, body temperature, breathing and how many calories are burned. This T-shirt can reduce the probability of sudden death by alerting a person in a timely manner if they have a heart attack or loss. The company's first smart garment looks like a soft patterned cotton sweater, but in fact conductive fibers are interwoven with cotton fibers to receive data from embedded sensors and transfer it to a special credit card-sized receiver. Placed around the waist, the receiver can store information and then display it on a mobile phone, home PC, or wrist monitor to monitor the wearer's vital life characteristics and send out a timely alarm signal. In addition, Sensatex plans to design clothing for a GPS receiver in the collar that can be easily found if worn by a child or Alzheimer's patient. There is also a special pyjama for babies, which alerts them when they experience breathing pauses

According to the expert's vision, in the future, when people put on pants sewn from smart cloth, they will feel free to widen or shrink their waistlines by pressing the button, or change the color of their sweaters from blue to green to match their favorite skirts. DuPont's central research department is implementing a new fiber research program that has electrical conductivity that responds to electrical, thermal and pressure signals. DuPont scientists process traditional circular fibers into ovals, squares, and triangles, allowing micro-wings of different materials to be made into gauze core fibers, like blades of propellers. These modified fibers can be expanded or reduced, cooled or heated according to the dresser's requirements, and can change colors at will.

The Holy Dress, created by Melissa Coleman and Leonie Smelt, is a smart dress that will make you better. It uses sound cognition systems and intensity analysis techniques that start to glow and increase in intensity once the wearer is detected to lie. If it determines that the wearer has lied, it emits the strongest light, and it flashes constantly, and it gives off an electric shock as punishment for the liar.

London-based designer Hussein Chalayan has teamed up with Swarosch to design a dress that uses LED lights and lasers to explore the charged properties of the human body.

Designer Flori Kryethi uses advanced elastic materials to create three consecutive fuzzy pieces using 3D printing technology, then stitches them together to create a concept garment called Trip Top.

Cutecircuit and Mercedes Benz have teamed up to design a pilot's suit, a jacket with 16,000 white pixel lights and controlled by biosensors that glow according to the feel and emotion of the wearer while driving.

RESEARCH METHODOLOGY

This research is the documentary research by using the data from documents and related research in the cases study, analysis and synthesis data in order to get the components of each factor on innovation that influence the competitiveness of new product development of on cross-border in fashion industry.

CONCLUSION

The garment industry has a long history, but it is also a dynamic and innovative industry. Under the impact of the new retail wave, the next few years will usher in a new development situation. Clothing brands face the greatest challenges, but they also face the greatest opportunities. Clothing brands need to build a "consumer-centric" business model, focusing on the development and operation of new technologies, thereby supporting the upgrading of business and operating models. The intersection of electronic technology and fashion design is wearables, which are bringing new innovations to our daily lives, which requires us to truly understand the context of this cross-border field and to be familiar with the tools, materials, equipment, technology and, of course, design concepts and knowledge of cross-border innovation management in the industry. Wearables have attracted experts from fashion, engineering, education and many other fields to work together, and their interdisciplinary nature makes them a unique platform through which people share process, science, design and other skills across different fields and tool sets, combining the values and principles of fashion, design and engineering to create an exciting and easy-to-understand user experience.

In an age when consumer electronics devices are getting smaller and smaller and can integrate seamlessly with our lives, understanding how technology can improve and enhance lifestyles is critical. The aim of the study is to develop a new fashion by managing cross-border innovation and cleverly and seamlessly integrating consumer electronics with fashion.

This article provides insight for cross-border operation of enterprises and enlightens the practice of dynamic management of organizational boundaries under the background of today’s knowledge economic situation and rapidly developing of science and technology.

ACKNOWLEDGMENT

This paper is an output of the smart fashion development project, which includes the innovation management knowledge, thanks to the opportunities offered by College of Innovation and Management, Suan Sunandha Rajabhat University, Bankok, Thailand.

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RESEARCH THE RISKS OF INNOVATIVE COMPANIES BY ANALYZING BIKE-SHARING COMPANIES

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INTRODUCTION

1.1 background of the study:

China's emerging companies share bicycles, with the largest company OFO Bicycle as the background. OFO received a multi-million-yuan angel round investment from Village Capital in 2015; it received a 9-million-yuan Pre-A round of financing from Dongfang Hongdao and Rural Capital. As of March 13, 2018, Alibaba has received US$1.77 billion in loan financing. In the past three years, the total amount of financing has approached 15 billion US dollars. In the end, it went bankrupt and owed a lot of user deposits. 3. Research objectives

For example, how companies such as Ruixing Coffee and Ofo have gone from being optimistic to the fall of the detective.

The development of Luckin Coffee and ofo's small yellow car has too many similarities. Relying on the continuous blessing of the capital behind them, they frantically burned money to subsidize users, grab the market, quickly grew into a "unicorn", and even set a global The fastest record from establishment to IPO. But without a good business model and intrinsic value, they are all short-lived in the end. If you fail to learn how to fly, and rely on the power of the wind to fly, if the wind stops, you will naturally fall heavily to the ground. The higher you fly, the heavier you fall. By summarizing the lessons of Luckin Coffee and ofo's small yellow car, we hope to provide some reference for the business model choice of startups and the investment choices of investors.

1.2 Problem statement

Analyze the problems of ofo from an innovative company with a very high valuation to bankruptcy, and provide some references for corporate innovation.

1.3 Research objectives

Analyze the reasons for OFO's failure, including the company's internal reasons and the chain reaction of shared bicycles entering the society.

1.4 Significance of research

analyzing the bankruptcy process of OFO shared bicycles, find out the reasons for bankruptcy and analyze how to avoid these traps in the development of innovative industries.

LITERATURE REVIEW

2.1 ofo development background

In recent years, with the rapid development of sharing economy in the taxis, express bus, free ride and public buses and other fields, the concept of sharing begins landing in the field of bicycle. Orange and yellow bikes can be seen everywhere on the university campus, at the subway entrance and bus station, in the office area and industrial park in the first-tier cities. Mobike and ofo bicycle as the representative of sharing bicycle has become increasingly popular with their high degree of freedom, low price, effective solution to short-distance travel problems and other advantages, in which ofo bicycle can be side to be the forerunner in sharing bicycle market in China. Ofo bicycle took universities as the starting point and made campuses

full of “small yellow bike”. in 2014. Ofo bicycle launched the “Big City Sharing” program and announced the official opening of city services on November 17th, 2016. Daily order volume had exceeded 1.5 million after the program was implemented for less than two weeks, which makes ofo bicycle become the ninth Internet platform whose amount of daily order volume is over one million following Taobao, Tmall, Meituan, Eleme, JD, Didi Taxi, Easy go and Kou bei.
Note: Source-

1.http://tech.sina.com.cn/zl/post/detail/i/2016-11 25/pid_8509119.htm
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3.http://36kr.com/p/5058801.html
4.http://industry.caijing.com.cn/20161230/4218848.shtml

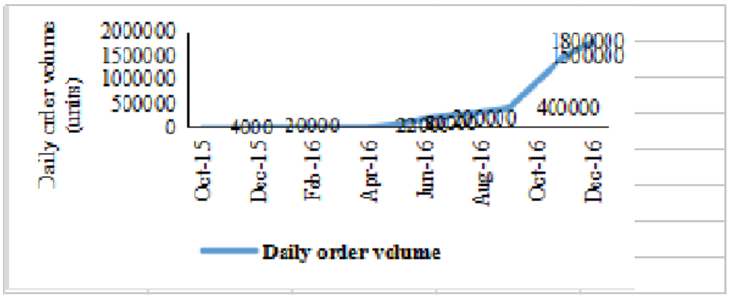


Fig. 1. Daily order volume from October 2015 to December 2016

In its rapid development process, ofo bicycle continues to receive financial support. Ofo bicycle has completed four rounds of financing (see Table 1.) in the last four months of 2016 following the successful completion of round A and round B financing. Investors flocked for fear of missing the opportunity to become the future giants. Therefore, we can know that ofo bicycle has occupied the industry leading position, which has the largest scale, most extensive coverage, and the highest market share in sharing bicycle platform, in terms of the coverage rate of cities, the number of bicycle connections, or the amount of orders, the amount of financing and other data indicators.

2.2 OFO capital investment background

In the development process of ofo's small yellow car, behind the continuous increase in valuation, it is also driven by the power of capital. From its establishment in early 2015 to March 2018, ofo has completed more than ten rounds of financing in about three years, with a total financing amount of 15 billion yuan, and a valuation of 3 billion US dollars, which is about 20 billion yuan.

number	time	Financing Amount	Financing method
1	2015.3	Tens of thousands	Angel round financing
2	2015.10	9 million yuan	Pre-A round of financing
3	2016.2	15 million yuan	A round of financing
4	2016.4	10 million yuan	A+ round of financing
5	2016.9	Tens of millions of USD	B round of financing
6	2016.9	Tens of millions of USD	C round of financing
7	2016.10	130 million USD	C2 round of financing
8	2017.3	450 million USD	D round of financing
9	2017.4	Hundreds of millions of dollars	D+ round of financing
10	2017.7	700 million USD	E round of financing
11	2018.3	RMB 1.77 billion	Debt investment
12	2018.3	866 million USD	E2-1 round of financing

In 2015, Peking University student Dai Wei and others established ofo bike sharing in order to allow all Beijing masters and students to have bikes anytime, anywhere. Vehicles are still derived from teachers and students joining in with their cars and recycling of used bicycles on campus. Users with cars can exchange for free use rights after joining ofo shared bicycles. Users without cars only need to pay a low fee for using shared bicycles. At this time, ofo shared bicycles are true shared bicycles. This model was quickly recognized. In October 2015, the average daily orders on the Peking University campus reached 4,000. Subsequently, ofo received 9 million financing. Although it obtained financing, ofo still insisted on expanding its campus business, but expanded its business from Peking University to other universities in Beijing, but did not go to society.

In January 2016, it received investment from Jinshajiang Venture Capital. Investors were active and attracted a group of investors for ofo. Ofo ushered in a capital boom, and the trend of sharing bicycles was formed.

In 2016, ofo bicycles entered more than 200 colleges and universities across the country, and the average daily order volume reached 200,000. In October of that year, ofo officially entered the social market from the campus. At this time, the concept of shared bicycles is in full swing. Ofo, one of the leaders, is highly praised by various capitals. In 2016 alone, it experienced 5 rounds of financing with a cumulative amount of over 200 million US dollars. Driven by a large amount of capital, ofo bicycles began to expand exponentially. In 2017, ofo's shared bicycles were up to 23 million units. It also plans to release another 20 million units by the end of the year. The daily order volume has exceeded 10 million. This year, shared bicycles are running blindfolded. To seize the market and users, shared bicycle companies have begun endless financing, burning, subsidies, and expansion... In July, ofo received 700 million US dollars in financing. With constant price wars and expansion of investment vehicles, the money was spent in less than two months.

In January 2018, Tencent reported that ofo will have a financial chain rupture crisis, and the cash in the company's account is only enough to support one month. Ofo quickly dismissed the rumours but did not produce strong evidence to prove that he had sufficient funds. In 2018, ofo planned to introduce Japan's SoftBank, but the negotiation with Didi failed to make progress and it ended in vain; it planned to cooperate with Ali and mortgage all bicycles to Ali, but the final cooperation plan was also stranded. In December 2018, ofo was caught in a deposit run storm. Until now, there are still about 15 million users waiting in line for a deposit refund. Ofo was also exposed to arrears of suppliers and logistics companies. Shanghai Phoenix sued ofo to recover more than 60 million in payment. The current ofo has changed from a star of tomorrow to a debt-laden one.

2.3 Analysis of the business model behind ofo bicycles

2.3.1 Revenue-driven model

Bike-sharing essentially belongs to the leasing economy under the "Internet +". Therefore, the revenue of shared bicycles comes from the user's payment for renting bicycles. From the current point of view, this payment is mainly composed of two parts: user deposit and rent. In theory, there are three main sources of revenue for shared bicycles:

(1) The income (car expenses) generated by the user each time the user rents a car. The price of ofo's car is 0. 5 to 1 yuan/time.

(2) The investment income of the deposit. Almost all shared bicycles adopt the "deposit before use" model. Ofo bicycle deposit is 99 yuan, which can be taken back at the end of the service.

(3) Value-added services based on big data.

However, from the current actual situation, the cost of using a car is almost the only source of revenue for ofo bicycles. From the perspective of the revenue-driven model, the driving force of shared bicycle revenue mainly depends on the turnover rate. Shared bicycles that solve the "last mile" problem cannot promote revenue growth by increasing the unit price. Because shared bicycles are not a rigid demand, nor a monopoly industry, they can only rely on increasing the frequency of bicycle use, that is, the average daily usage. To increase the frequency of bicycle use, either a price war between merchants or an increase in the number of vehicles, that is expansion. At present, the price of car usage is already very low, so the main reason is to increase the number of cars to increase the turnover rate of rental cars. So ofo can only increase market launch by building a car like crazy. Revenue-driven mode

2.3.2 Profit-driven model

Profit-driven models include cost-driven models and revenue-driven models. However, ofo bicycles neither conform to the cost-driven model of driving profits by saving costs nor can they rely on the matching of revenue and costs to drive profits. The reason is that bike-sharing is not "idle stock resources", but the bikes newly added to the ofo bike platform, which adds a lot of extra costs. If the revenue cannot cover these costs, it will not be sustainable in the end.

The cost structure of shared bicycles is as follows:

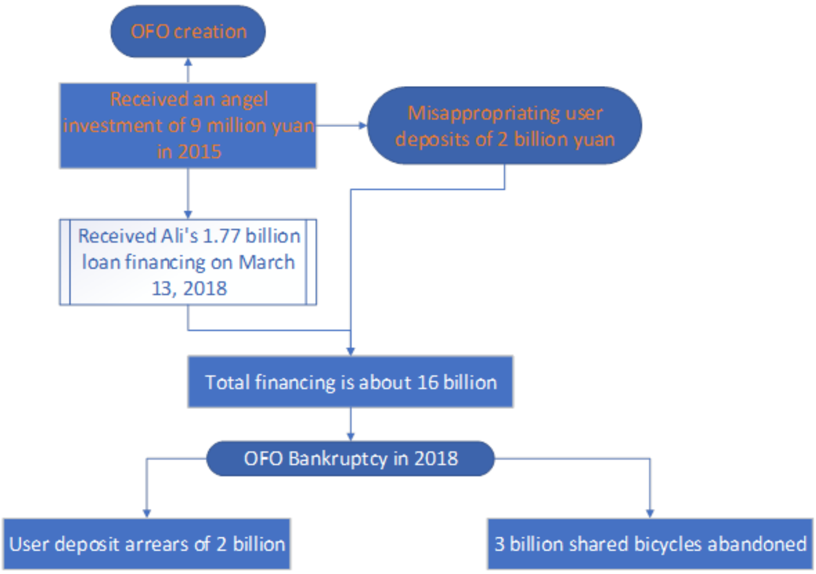
(1) Bicycle cost: The cost of the car body itself and the cost of delivery.

(2) Maintenance cost: the depreciation cost, maintenance cost, labour cost, and other operating costs of the bicycle.

Theoretically speaking, by increasing the number of bicycles, the frequency of use can be increased, thereby increasing the revenue of bicycles. Therefore, in the early stage of user group expansion, it is effective to continuously increase the number of placements. However, as time goes by, the average daily order volume per bicycle and the rate of increase of new users cannot keep up with the cost input. When the user riding rate cannot be increased, it will fall into a vicious cycle of uncontrollable costs. Besides, for ofo shared bicycles, the marginal value of adding a bicycle often cannot cover the marginal cost of the car. "One yuan at a time" for each bicycle cannot cover this unit input cost. In the end, there is a huge flow of bicycles, but the capital no longer enters, sharing bicycles will be unsustainable.

RESEARCH METHODOLOGY

3.1 Research framework



3.2 Population and sample groups

Compare the OFO, which implemented shared bicycles with the theme of campus in the early stage, and the shared bicycle OFO, which was put into the whole society in the later period, and join the same industry rival Mobike shared bicycles.

3.3 Research instruments

Analyze the flow of funds within the ofo company, and compare the differences between high-level decisions and other shared bicycles. How to raise funds from 16 billion to bankruptcy liabilities of 2 billion, the flow of funds and the expenses of each part.

3.4 Data collection

The total amount of OFO funds and the use of funds in various departments are reversely derived from the proportion of fund injections from financing parties, customer deposits and other capital flows. Because OFO non-listed companies have not published financial statements.

3.5 Data analysis

Part of the direct hardware investment is 6-7 billion yuan;

One part is that the operation and maintenance cost is above 6 billion;

One part is technology research and development expenses of more than 2 billion yuan;

One part is the administrative cost of more than 1 billion yuan;

One part is the market public relations cost of more than 1 billion yuan;

A total of 16-17 billion, of which some should be spent, and a considerable part is wasted.

Supply chain loss of 300-600 million

Operation and maintenance are chaotic, and internal corruption is about 3 billion

Regulatory losses, more than 3 billion

Ofo has put in 15 million+ bicycles. In addition to the damaged ones, there are also primary school students and migrant workers, including riding to communities and suburbs. Quite a few have been "privatized"!

It was directly "confiscated" by the city management and taken to the suburbs to be scrapped. News of "shared bicycle cemeteries" in various cities is also common.

The malicious competition of shared bicycles consumes 8 billion company funds through low prices.

THE ECONOMIC AND FINANCIAL IMPACTS OF THE COVID-19 DISCUSSIONS BASED ON INTERNATIONAL LITERATURE AND RELATED CONCLUSIONS

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ABSTRACT

This study examines the economic and financial effects of the COVID-19 pandemic based on an examination of the economic and financial effects of several major pandemics that have occurred since the beginning of the 20th century and based on a review of international literature published after the COVID-19 outbreak. The continuous spread of the COVID-19 pandemic will significantly affect the world' s economy and financial systems, and strong interdependence between the current economic systems will amplify the economic losses from the pandemic. The pandemic will have varied effects on different countries, firms, and households. It seems that the financial sector has overreacted to the effects in the short - term. In general, the pandemic will lower the value of firms, make nations, firms, and households more indebted, and impact both supply and demand. Furthermore, the sustained effect on supply will lead to a more significant effects on demand than the effect on supply itself. To mitigate the negative economic and financial effects from the pandemic, Nations worldwide need in-depth and comprehensive political and economic cooperation. International organizations should also play an active role in facilitating this cooperation. For China, an effective response to the effects of the pandemic requires comprehensive employment of fiscal, monetary, industrial, and exchange rate policies in the short run and serious considerations given to the organic growth and transformation of economic development in the medium and long term.

Keywords: COVID-19, economic and financial effects

INTRODUCTION

The 2019–2020 coronavirus pandemic, which is globally known as COVID-19, has shaken the entire world. The first cases of the pandemic were identified in Wuhan, China, in December 2019. Since then, it has infected over 51.0 million people in more than 219 countries. The death toll reached 1.2 million by 11 November 2020 and continues to rise. Irrespective of the health issues, the economic impact of the outbreak of COVID-19 has also had dramatic effects on the wellbeing of families and communities. For vulnerable families, lost income due to an outbreak can increase poverty, create a lack of food security, and reduce access to healthcare facilities. The pandemic has also led to severe global socioeconomic disruption, the postponement or cancellation of sporting, religious, political, and cultural events, and the widespread shortages of supplies exacerbated by panic buying through imbalanced trade. Moreover, statistics have shown sharp declines in the agriculture, trade, tourism, and travel sectors due to the COVID-19 outbreak. Experts have suggested that the ongoing novel coronavirus outbreak will have a significant impact on developing countries, with a particularly large influence on South Asian economies.

Among the South Asian countries, India, the largest country in South Asia, has already announced an economic stimulus package worth 1.7 trillion rupees ($22.5 billion), designed to help low-income families. In Pakistan, the informal sector, which is a cash-based sector, is likely to lose tens of millions of jobs, so the government will need to provide people with an absolute minimum income to meet their daily requirements. COVID-19 also had a significant impact on the Bangladeshi economy because it arrived at a time when several major indicators of the economy were already on a downward slope. Economists estimate a 40.0% decline in its $310.0 billion economy, with 0.89 million jobs at risk due to the pandemic in Bangladesh. In Afghanistan, the world's biggest oil industry is coping with the dramatic decrease in crude-oil price, while Bhutan's economy has incurred an estimated loss of $2.2 million since the COVID-19 pandemic started. The Nepali economy is likely to see an overspread effect mainly on the three fronts of remittance inflow, the tourism industry, and international trade. According to the Central Bank of Sri Lanka, if the pandemic was contained by mid-2020, the economic recovery would only start in the latter part of the year, and real gross domestic product (GDP) growth would be less than 2%. Additionally, the economy in the Maldives is dependent on tourism, which has dropped sharply due to travel restrictions. Although it is less probable to pass away from the effects of the COVID-19, many working old-age adults will still fall ill, and their families will face financial problems as they miss work for days or weeks in low and middle-income countries.

As of May 6, 2020, the number of confirmed COVID-19 cases worldwide has exceeded 3.7 million, and the cumulative number of deaths has exceeded 26,000, which has had a huge impact on the global economy and finance. On April 14, the International Monetary Fund (IMF) released its new World Economic Outlook ® report. The benchmark forecast shows that the global economy will contract by 3% in 2020, which may be the biggest decline since the Great Depression. After the outbreak of COVID-19, major research institutions and financial institutions around the world carried out rapid research, which played a very important role in understanding the economic and financial impact of the epidemic, policy response and policy effect assessment. In order to facilitate domestic understanding of the progress of international literature, this paper reviews the literature on the impact of several major epidemics on economy and finance since the 20th century. First of all, it reviews the literature on the impact of the 1918 influenza Pandemic, the SARS epidemic in 2003, the Influenza A epidemic in 2009, and the Ebola virus epidemic in 2014.The focus will then be primarily on reviewing the international literature on multiple perspectives in the aftermath of the coVID-19 outbreak in 2020; Finally, it makes a predictive judgment on the impact of COVID-19 on China's economy and finance, and puts forward a summary of policy recommendations.

LITERATURE REVIEW

2.1 Literature on the economic and financial impacts of several major epidemics since the 20th century

2.1 .1The impact of the 1918 Pandemic on economy and finance

Since the beginning of the 20th century, many major public health events have taken place in the world, which have had a great impact on the social economy. There is no accurate estimate of the number of people who died in the 1918 Influenza Epidemic because of inaccurate statistics at the time. Brainerd and Siegler (2003) believe 191 eight flu around the world at least 40,000,000 people were killed, including 67 in the United States. The deaths of 50,000 people, far more than the United States in two world wars, the Korean war and Vietnam war casualty, the sum of 15 to 44, and the United States labor population mortality rate is very high, this is a very big loss for labor. Estimates by Johnson and Mueller (2002) M indicate that about 500 million people in the world have been infected during this pandemic, of which between 0.5 and 100 million have died. Close in 198 pandemics of on economic growth, Brainerd and Sieglek (2003) study found that the outbreak hit to the United States after a decade of growth has had a positive effect, with the classical growth model and endogenous growth model predictions are consistent, this positive effect only on behalf of the return to economic growth rather than the change of the economic growth. Karlsson (2012) used the infection data of Sweden to estimate the impact of 1918 influenza on the economy by double difference method, and the results showed that the pandemic significantly reduced the return on capital, which was mainly caused by the decline of the working population, and the impact of the epidemic led to a higher incidence of poverty. In addition, the pandemic not only has a direct impact on the economy, but also indirectly affects the social economy by affecting people's health. Almond (2006) used individual data from 1960 to 1980 in the United States to study the impact of the 1918 pandemic on the population born during that period. The results showed that children whose mothers were infected had significantly lower educational level, wage income, and socioeconomic status. The study of Nelson (2010) and Lin and Liu (2014) also reached similar conclusions. However, Daulat (2020) analyzed the data from Denmark, and the results showed that the 1918 pandemic led to a decline in output and a rapid rise in unemployment, but the Danish economy experienced av-shaped recovery process two to three years after the epidemic.

2.1.2 The economic and financial impact of the SARS outbreak in 2003 (SARS2003)

Unlike the 1918 Spanish flu, SARS in 2003 did not cause widespread global infection, with fewer than 10, 000 confirmed cases and more than 1, 000 deaths, but it also had a negative impact on the economy. Affected by the epidemic, China's GDP growth in 2003 dropped to 6.7% in the second quarter, a drop of 3.2% compared with 9.9% in the first quarter. The tertiary industry grew only 0.8% in the second quarter, a drop of 6.1% compared with the same period of the previous year. The growth rate subsequently recovered to 9.1 percent in the third quarter, so the impact of SARS on China's economic growth was only temporary. Kang (2003) believed that SARS, as a short-term sudden and uncertain event, would not distort the overall demand of the society. However, due to the mandatory measures of the state and its own panic, the demand of some service industries would be affected. With the weakening of the epidemic, people's consumption demand would be gradually released. Wen (2005) showed that the SARS epidemic in 2003 had a great impact on China's tourism industry.

2.1.3 The impact of influenza A epidemic on economy and finance in 2009

April 2009 years in California began to see the new influenza a (H1N1) virus, the world health organization to alert of infectious diseases in June rose to the highest level, to the basic end of April, 2010, in which the United States estimates that there are 60,000,000 people are infected, more than 270,000 people hospitalized, big killed about 12469 people (data from the U.S. centers for disease control and prevention CDC).

Keogh - Brown et al. (2007) using the multi-sectoral computable general equilibrium model, and USES the data of Britain, France, Italy and the Netherlands simulation analysis, the results indicate that the H1N1 and H5N1 potential pop will reduce 50 ~ 2% of GDP, at least if the closure of schools and prevention in the form of the shutdown of the production department so that a loss will increase 3 times.

However, the outbreak of H1N1 coincides with the financial market through after the outbreak of the SUBPRIME mortgage crisis in the United States, so it is difficult to directly see the impact on the financial market from the stock index and the VIX fear index.

Trachte (2012) using the 2009 years data to quantify the economic impact of the H1N1 outbreak, the research indicates that the outbreak caused a loss of $832 billion to the United

States, if the proportion of people wearing surgical masks had reached 0%, 2 5% and 5 0%, the loss can reduce the $478 billion respectively, 570,000 million and 573 billion dollars."

Xu (2019) indicated that the spatial change of socioeconomic status not only accelerates the population migration across regions, but also accelerates the spread of epidemic diseases across regions to a certain extent.

Higher population density and lower GDP per capita are associated with higher cumulative morbidity.

Dixon (2010)] using dynamic CGE model to estimate the quarter macroeconomic impact of the H1N1 outbreak in the United States, the results indicate that the outbreak caused a negative impact on GDP and employment, especially 2010 first and the second quarter of the year, the import and export, tourism, and most affected except medical services, and benefit from the potential currency devaluation, trade intensive industry by the first recovery. The construction and services sectors that suffered the most were slower to recover, and the U.S. economy as a whole was able to recover after a year of negative impact.

2.1.4 The economic and financial impact of the Ebola virus outbreak in 2014

In February of 2014, the Ebola outbreak in West Africa began and spread to Spain and the United States. In February of 2012, the Ebola outbreak in Spain ended, but the end of the Ebola outbreak in West Africa was not declared until January 2016 by the World Health Organization (WHO). According to the WHO report, a total of 11,300 people died in this outbreak.

The World Bank (2015) analyzed the economic impact of The Ebola epidemic on Guinea, Liberia and Sierra Leone, and concluded that the loss caused by the Ebola epidemic alone accounted for more than 12% of the total GDP of these three countries in 2015.

Bowles (2016) compared the differences in changes in economic activity between different regions of the Ebola outbreak and found that economic activity and job opportunities were significantly reduced throughout Liberia during the Ebola outbreak.

Among them, 8% of the auto companies, 8% of the buildings, I5 0% % of the food and beverage companies and three restaurants closed, less affected by the epidemic area employment dropped significantly, and greatly influenced by the outbreak areas (such as Montserrat county) 4 7% drop in employment, automotive, construction, food beverage industry in the region and the restaurant industry revenue fell 1%, 3, 5, 5 to 7%, and 8% 50%.

Lamorne (2017) also showed the heavy burden of the Ebola epidemic on the health systems and economies of West African countries. In addition, Huber (2018) from the point of view of the overall analysis of the economic impact of the Ebola outbreak, the study found that the comprehensive economic effects of the Ebola outbreak in 2014 for 53 . $900 million, for guinea, Liberia and sierra leone, Ebola outbreak on trade and economy has caused a significant negative impact, the main food crops yield decreased by 12%, while trade reduces 0%.

2.1.5 Other literature on the economic and financial impact of the epidemic

In order to study the epidemic, the long-term impact on the economy, Schoenfeld (2020) with back-to-back to 1 data of the 4th century and the death toll from 1 to 5 times more than 100000 people after the outbreak of return on capital and the conclusion shows that after the outbreak of the macroeconomic impact will last about 40 years, real returns will be significantly suppressed.

However, the paper also found that the war had the opposite effect, probably because the pandemic did not destroy the capital stock, and it was also found that real wages rose after the pandemic, possibly because the pandemic reduced the Labor supply and increased precautionary savings.

Ma (2020) through the use of long time series of GDP data with disease studied the five times of 21 century outbreak to the global economic and financial influence, mainly analyzes the outbreak on economic growth, fiscal policy, expectations, and the influence of corporate behavior, the study found that 210 countries in official announced the outbreak when real GDP is lower than average year 2. 6%, and real GDP and the next five years is still less than 3% before the outbreak, which suggests that the outbreak hit real GDP growth of countries will continue to fall, And the decline in economic growth was more pronounced in countries that did not implement active fiscal policies. In addition, the short-term overreaction of the stock market will have negative effects, and the profitability and labor force employment of the company will decline, while the debt will increase.

There are three main types of research on the economic and financial impact of the COVID-19 outbreak. One is the working paper on the economic impact of the COVID-19 outbreak from research institutions such as the U.S. National Bureau of Economic Research (NBER) and the Center for Economic Policy Research (CEPR).

Second, economic outlook reports and research reports issued by the International Monetary Fund (IMF), large financial institutions and various think tanks; Third, famous scholars and politicians express their relevant views on various occasions, such as through newspapers, interviews and we media.

2.2 Literature on the economic impact of coVID-19 (C-O-V-I D-19)

2.2.1 Literature on the macroeconomic impact of COVID-19

Countries are adopting measures such as strict social isolation or relatively liberal social distancing in response to the epidemic, but those measures can have a serious impact on economic activity.

Barro (2020) estimated the mortality rate and economic impact caused by COVID-19 epidemic with reference to the 1918 to 1920 pandemic data, and concluded that the consumption and GDP decline in the outbreak countries would be 6% to 8%.

Atchison (2020) simple SIR model is constructed to simulate the C0 VID 9-1 in the United States (which may be the world), the conclusion is that countries need to maintain the whole year even 1 8 months of strict social isolation measures (or social distance) until you can develop a vaccine to avoid a serious public health security problem, but economic consequences and, as a result of the measure and the trade-off between public health safety issues need further study.

Alvarez (2020) for epidemic prevention need to take the optimal blockade was studied, based on SIR epidemiological model and linear economic model of policy planners data simulation results show that the optimal blockade policy requires the outbreak caused deaths and obtain the best balance between the production cost of the policy, two weeks after the outbreak began to strict blockade can achieve optimal, and the production cost of the optimal blockade is equal to the loss of 8% of GDP a year under the epidemic prevention and control measures. Families by reducing consumption, working hours and at home office to reduce the spread of disease, Gonzalez - Erias (2020) will choose move people lock epidemiological model is deduced from the formula of optimal locking the intensity and duration, the optimal policy reflects the rate of time preference, epidemiology and risk factors for a vaccine, medical department learning effects, and lock the output loss, etc., the benchmark model analysis results indicate that the current experience of COVID - 19 outbreak impact will reduce two-thirds of all economic activity, and assume that lasts for 50 day, So you're going to lose 9.5 percent of annual GDP.

If stringent controls were put in place and the mortality rate reduced to 0.5 per cent, this would lead to a reduction in consumption of about 25 per cent.

Noy (2020) with the current number of confirmed cases, economic risk exposure to the epidemic, economic vulnerability and resilience of the economy of the four factors, estimates the world under the influence of the outbreak of the economic risks, risk exposure, measure the fragility of the economy and flexibility, the conclusion shows that in much of Africa, India's inland areas, the Middle East and southeast Asia will because COVID-19 (COVID-19) outbreak huge economic risk.

Ludwigsen (2020) argued that, unlike past natural disasters, the COVID-19 epidemic is a shock lasting months or even more than a year, destroying both supply and demand as well as productivity, and is highly synchronized between and within countries; COVID - 19 outbreak, meanwhile, not only destroy the labor market activities, also cause losses to capital and the personal health of body and mind, the simulation results show that if the outbreak last 3 months by conservative estimates, the cumulative loss of manufacturing sector would reach to 12.75%, services the unemployment rate will reach 7% or 240,100,000 jobs, and the macroeconomic effects of the outbreak will be greater than 40 years any catastrophic events happened in the past, and macroeconomic uncertainty will last five months or longer.

Baker (2020) measured the macroeconomic uncertainties caused by the COVID-19 epidemic. According to its disaster impact estimation model, it was estimated that by the fourth quarter of 2020, the REAL GDP of the US would decline by nearly 11% compared to the same period last year, among which about 60% of the expected output contraction reflected the negative impact of the uncertainties caused by the epidemic.

Thune and Korinek. (2020) infectious disease model of SIS should be brought into the macroeconomic analysis, simulates and analyses the data in the United States as a reference, to analyze and quantify COVID-19 cases COVID - private cost and social cost, the conclusion shows that each additional infected private cost will be increased by about $80,000, but the social costs are up to 2,860,000 dollars, if it is difficult to implement accurate measures of infected people, then social costs will continue to rise to 5,860,000 dollars.

Because of the huge difference between private costs and social costs, the social isolation measures implemented by individuals are not optimal. In this case, the social optimal approach is to focus public policy on the epidemic and quickly control the epidemic, which will lead to a relatively mild macroeconomic decline.

2.2.2 Macro policies to respond to the impact of COVID-19

Guerrier (2020) studied COVID - 19 outbreak caused by supply shock will lead to the problem of insufficient demand, to say's law in the COVID-19 cases using questioned in the macroeconomic analysis, and put forward the "theory of Keynes's supply shocks", namely the demand shock consequences of a supply shock consequences will be greater than the supply shock itself, leading to lack of demand type of economic recession. Outbreak of enterprise production, layoffs and exit in the incomplete market and liquidity constraint conditions will lead to a sharp economic recession, due to shut down some production department standard fiscal stimulus could be worse than expected, loose monetary policy can slow the exit of enterprises (or fail) to hedge effect better, in addition to affected by outbreaks of laborer’s to provide more transfer payments or social security to slow demand, model the simulation results also prove that impact in the face of the outbreak is the best response to loose monetary policy and a more comprehensive social security measures.

Farias-e-Castro (2020) used the macroeconomic model to simulate the macroeconomic effect of the epidemic, and then analyzed the dynamic response of fiscal policy tools during the epidemic according to the DESG model. According to the above model, the effectiveness of five different fiscal policies is studied: government purchase, tax reduction and exemption, increase of unemployment insurance, unconditional transfer payment, and granting of liquidity to the service industry. The conclusion shows that the increase of unemployment insurance is the most effective tool to stabilize the income of the lender, because the lender is the most affected by the impact of the epidemic, while the depositors are more inclined to obtain the unconditional financial transfer payment. Providing liquidity support is the most effective policy if the objective is to stabilize the affected sector.

2.2.3 The impact of COVID-19 on industry, enterprises and the Labor market

Rio-Chan (2020) the quantitative prediction w COVID-19 outbreak of the American economy the influence of supply and demand, which contains the epidemic caused by the impact of supply and demand and avoid infection preferences change, studies have shown that COVID-19 of supply and demand shock will lead to the United States about 2 to 2% of GDP and 4% of the 2 jobs losses, and wage income will be reduced 7%.At the industry level, manufacturing, mining and service-related industries are mainly impacted by supply, while transportation and other industries are mainly impacted by demand. Entertainment, catering and tourism are simultaneously impacted by both supply and demand. At the occupational level, high-wage occupations are relatively less affected; Moreover, the above analysis is only the first shock, and the impact of supply and demand shocks will be amplified through the interconnected production network.

Batik (2020) investigated more than 50 small enterprises in the United States, and found that the epidemic had led to large-scale layoffs and closures of small enterprises, among which 43% temporarily closed. The number of employees in sample enterprises decreased by 40% on average compared with that before the outbreak of the epidemic. Second, small businesses are financially vulnerable. In addition, most small businesses plan to seek financial assistance from the government, but face problems such as bureaucracy and confirmation of funding eligibility.

Ding (2020) through the 562002 economies more than 6000 companies data analysis, found COVID-19 outbreak on the fluctuation of stock price not only has the country's overall characteristic, but also has the firm heterogeneity, on the whole, the company's share price volatility of developed countries is relatively small, ageing in countries with high degree of its share price volatility is opposite bigger, in cases of economies as the key variables, evaluation of specific national characteristics and the relationship between stock returns. As well as sensitivity of company-specific characteristics to country-specific outcomes, significant cross-country differences in stock price responses to COVID-19 outbreaks are found, and share price fluctuations of companies with the following characteristics are less affected by COVID-19 outbreaks: companies with better financial health by 2020; Less exposed to COVID-19 through global supply chains and consumption channels; Assume more social responsibilities; Executives are not so entrenched; Nonfinancial companies hold more shares in companies.

Kahn (2020) using real-time data collection of job vacancies and unemployment insurance claims data to study the effect of COVID - 19 of the us Labor market, the results indicate that the Labor market is experiencing an unprecedented decline, from all walks of life are influenced by different degree, only the two basic retail and nursing department of epidemic prevention and control the "front-line" labor demand there is exception.

Wangle and Neiman (2020) analyzed the feasibility of working from home during the COVID-19 epidemic by statistical classification of various occupations through the American Occupational Information Network survey. The conclusion showed that in the United States, about 36% of the work could be done at home, and the proportion of the salary of these jobs in the total salary was 44%.

Saltier (2020) classification method for developing countries, the proportion of labor force to work from home on the estimate, the conclusion shows that an average of only 13% of the workforce in developing countries can work at home, and the possibility of working from home with high salary occupation, level of education, formal employment status and family wealth, therefore must be for those affected by the epidemic but not people work from home to make appropriate policy, eliminate COVID-19 negative impact on employment.

2.2.4 The impact of COVID-19 on families

From the perspective of epidemic affect household consumption expenditure, Baker et al. (2020) using the transaction level family financial data for the analysis of COVID-19 outbreak influence on American household consumption behavior, results indicate that with an increase in the number of confirmed, households began to dramatically change the typical consumer itemized expenditures: initially, consumer spending has increased dramatically, especially in retail spending, credit card consumption, and food. This was followed by a sharp fall in overall consumer spending, mainly due to the reduction in consumer spending by greater social segregation, particularly in restaurants and retailing, and the heterogeneity in household demographics in consumer spending changes.

Glover (2020) based on the epidemiological model and multiple Sectoral economic models were combined to analyze the heterogeneity of the impact of epidemic prevention measures on different populations, and the conclusion was that older people benefited most from slowing the spread of the virus, while younger workers in closed industries suffered the most, so prevention and control measures needed to be combined with resource redistribution measures.

Carroll (2020) studied American two trillion "will be coronavirus aid, relief, and economic security act (" CARES") influence on consumer spending, because of the many types of consumer spending during the epidemic prevention and control is restrained, especially during the period of "lockdown" (block) lost jobs in the short term is difficult to recover after lift the blockade, therefore the simulation results show that if the blockade period is shorter, extending unemployment insurance and spending stimulus will be enough to make the combination of consumer spending rapid return to pre-crisis levels. However, if the blockade lasts for a long time, further expansion of unemployment benefits is needed to effectively stimulate consumer spending. Glover (2020) Differences in the losses caused by COVID-19 epidemic to different groups Qualitative perspective, to build an economic expansion joint decision behavior and outbreak of theoretical model used to analyze the epidemic prevention and control of redistribution effect, the spread of a variety of sources and how the spread of epidemic diseases affect the level of economic activity and is influenced by the modeling, the study found that the optimal economic hedge (ease) policy requires expensive redistribution policies to cooperate, the redistribution of the optimal policy and ease policy will influence each other, and preferences of different groups will affect the optimal policy formulation and implementation, this paper also found 2 0 0 2 years on April 1, 2, taking the production scope is too wide, But some of the shutdowns may need to continue until July.

2.3 Literature on the financial impact of COVID-19

News et al. (2020) [38] use 2 0 0 3 year during SARS, Hong Kong, China stock market and COVID - 19 outbreak during the U.S. stock market data to study the infection situation of expected influence on the stock expected return, the regression results show that the expected number of infected double under the condition of stock market capitalization fell by 4% ~ 11%, and after the outbreak of clear stock market returns volatility will decline.

Baker et al. (2020) COVID - 19 outbreak related news to the United States has carried on the quantitative analysis of the influence of the stock market, the results show that since February 2, 4, 2 0 0 2 years since the outbreak of the impact of the stock market than ever before, including Spanish flu outbreaks are intense, of the impact of the impact at the level of volatility in the stock market and stock market crash of 1987 and 2 0 0 8 years of the financial crisis is quite volatile, even more than the great depression level of volatility, so sharp fluctuations may have the following three reasons.One is the strong infectivity of COVID-19 virus and its non-negligible mortality.Second, the rapid flow of epidemic information and related news are the main drivers of the daily volatility of the US stock market.Third, the impact of the epidemic has been amplified by the strong interconnectedness of modern economies.

The social isolation imposed on the COVID-19 epidemic has caused huge economic losses, which is the most convincing explanation for its unprecedented impact on the stock market.

Caballer0(2020)[39] carried out simulation analysis by constructing an endogenous downward spiral of asset prices and severe contraction of aggregate demand after the supply shock.The core mechanism is that after the supply shock and the decline of asset prices, the share of wealth of economic entities bearing risks begins to decline, and at the same time, the leverage ratio starts to rise. Therefore, it is necessary to sell risky assets, which leads to the further decline of asset prices.

Simulation results show that under the condition of unrestricted monetary policy, by cutting rates sharpe ratio can improve the financial markets, through large-scale asset purchases can be stable asset prices, thereby avoiding asset prices downward spiral and total demand, this paper research conclusion is in line with the federal reserve and other major global central Banks to hedge COVID impact - 19 outbreak and the correctness of the unprecedented asset market intervention measures.

Schoenfeld(2020) used the COVID-19 pandemic as a natural experiment to study the impact of large-scale epidemics on financial markets, and concluded that corporate managers underestimated the impact of epidemic risks on corporate value, and that the value of most companies would decline under the impact of epidemics.

In addition, the epidemic had a huge impact on the us job market, bond market, commodity and currency values, leading to the conclusion that the epidemic had a systemic impact on financial markets.

Following the COVID-19 outbreak, the European-based Centre for Economic Policy Research (CEPR) has launched an online peer review to electronically publish policy research Papers by global economists in a project called "COVID Economics: Vetted and Rea Time Papers".

CEPR March 18 in 2020 published a 227 - page titled "Mitigating the COVID Economic Crisis: Act Fast and Do Whatever It Takes" electric son out version, Baldwin and Maum (2020)[40] This electronic publication compiled the views of 26 economists, including two editors, including former IMF Chief Economist Olivier Blanchard, 2008 Nobel Laureate in Economic Science Krugman, and former Chief Economist of The Asian Development Bank Wei Shangjin.

The main points of the electronic publication are briefly summarized as follows: first, public health policies to contain the epidemic and fiscal and financial policies to avoid catastrophic collapse are urgently needed, and "flattening the curve" is needed from both the epidemic and the economy.Second, substantial and targeted fiscal, monetary and financial policies and industrial support policies need to be implemented on a large scale to help affected enterprises and households, especially low-income households, small and medium-sized enterprises and financial institutions.Third, large-scale fiscal and financial assistance will lead to "moral hazard" and debt accumulation. However, under the current special circumstances, it is necessary to put aside "moral hazard" concerns to solve the bottleneck of epidemic prevention and control and its impact on the economy.Fourth, the EU needs to make every effort to rescue its member states who are seriously affected by the epidemic. This is a "symmetrical shock" for the EU. European governments and the ECB need to coordinate effectively, so that the probability of governments with heavy debt burden falling into the debt crisis is greatly increased and the euro crisis needs to be avoided.Fifth, the need to better respond to coVID-19 through a combination of up-to-date information technology, more transparent outbreak information dissemination, evidence-based expertise, and more assured political leadership.Sixth, more fiscal expenditure should be devoted to public investment in a broad sense to ensure the gradual approach to full employment in the long run.Seventh, there is a need for deeper and broader international economic and political coordination. Economic nationalism will create many potential problems, and international organizations need to play a greater role.

2.4 Mechanism analysis and impact of COVID-19 epidemic on economic and financial operation

2.4.1 The impact of COVID-19 on the supply and demand of the real economy and the characteristics of its stages.

The first stage of the impact of coVID-19 on the real economy is a supply-side shock and a demand-side shock. The social isolation measures that helped control the spread of COVID-19 led to a decline in both demand and production.The outbreak of the second stage, with the continued, supply shocks continue to deep, and cause the production, labor supply, household disposable income decline, coupled with the increase of the collapse of bankruptcy of enterprises, all kinds of elements per capita may fall, will cause the investment demand, consumer demand and international market demand further contraction, in other words supply shock brought the negative effect of total will be greater than the supply shock itself.

In the third stage, the contraction of the real economy and the financial economic shock will enter a negative feedback loop, and the economy will enter a depression zone.For the world economy, due to the difference in the outbreak time in different countries, the supply shock of one country (or economy) may also spill over into the demand shock of the destination country of import and the supply shock of the downstream country of the international division of labor chain of the industrial chain.

2.4.2 The phased characteristics of the COVID-19 outbreak on the financial sector and its interweaving with the real economy.

The financial shock brought by COVID-19 in the first stage is mainly reflected in the rapid decline and huge fluctuation of risky financial assets and commodity prices caused by uncertainty and market sentiment, the rapid rise of low-risk financial assets prices and the rapid decline in yields, and the rapid emergence of market liquidity shortage.The second phase in the central bank note after the market liquidity, fall must cut risk of financial asset price from "overshoot," began to rebound, but because of the real economy to the fall in profitability downward risk financial assets valuation adjustment, financial market prices began to drop into trend of the fluctuation period, corporate debt default risk also began to rise, financial institutions, enterprises and household balance sheets began to deteriorate.If the epidemic persists, then the sovereign debt crisis, banking crisis and other intertwined financial crises are likely to follow.

2.4.3 The impact of COVID-19 on microeconomic entities is highly heterogeneous.

This is mainly considered COVID - 19 outbreak overall impact on China's macro economic operation, from the microscopic economic subject, COVID - 19 outbreak, the impact of different ownership types, different industry, different scale enterprises, export-oriented degree, labor intensive degree and the heterogeneity of different business models and other characteristics of the disparity in the enterprise.

At the same time, coVID-19 is a good development opportunity for emerging services, high-tech manufacturing, coVID-19 prevention and control related industries, new infrastructure and other related industries.

For households, the impact of THE COVID-19 epidemic varies greatly among households at different life cycle stages, income levels, occupational types, employment sectors, health levels and employment conditions.

2.4.4 Medium - and long-term characteristics of the coVID-19 outbreak on economic and financial shocks.

The impact of the epidemic on the world's economy, society and politics can be summarized as follows: life loss impact, medical run impact, demand impact, supply impact, labor market impact, global industrial chain impact, corporate bankruptcy impact, financial impact and political impact.Impact the outbreak of the first stage is mainly life rescue and rescue, it enters the second stage and third stage will also face more complex interwoven, and the long-term impact has the following characteristics: first, the longer the duration of disease, the higher the degree of damage, supply shocks and industry chain supply shock caused demand shock is stronger.Second, proactive fiscal policies and loose monetary policies to ease the impact of the epidemic will continue to increase the macro leverage ratio, fiscal fragility and systemic financial risks will continue to accumulate, and the subsequent policy space will be squeezed.

Third, the globalization of the world economy may be reversed, with global trade giving way to intraregional trade to a certain extent, multilateral trade giving way to bilateral trade to a certain extent, and international trade giving way to domestic trade to a certain extent. The driving effect of international trade and its "spillover effect" on endogenous growth may be further weakened.Fourth, the world economic, financial and political landscape will probably continue to change, the cohesion and cohesion of the fragile EU economies will continue, and the process of the euro's disintegration will likely accelerate.

2.4.5 Uncertainty about the impact of coVID-19 on economic and financial shocks.

COVID - 19 after the epidemic, countries around the world are taking the industrial support policy of the fiscal policy, monetary and financial policies, such as incentive policy to boost the economy, but the outbreak of COVID - 19 for the world economy and the impact of China's macro economy operation is very difficult to predict, for three reasons: first, COVID - 19 when outbreak can effectively control has not decided yet, the review showed that COVID may need 1-19 outbreak eight months or so to get control, there is also a literature think two quarters will rapidly improve, and literature that will present "twin peaks" outbreak situation.Of course, the most pessimistic projections suggest that the future may require long-term coVID-19 co-existence.Second, the current COVID - 19 outbreak of economic and financial impact if further last two quarters, three quarters even 6 - eight quarters, it could happen entity economy and the financial state of negative feedback, as COVID - 19 outbreak further enterprise bankruptcy may gradually increase continuously, supply shocks and demand shocks are intertwined will cause greater damage to the macroeconomic operation.The probability of sovereign debt crisis in some countries and economies will also rise further, and the economy will enter the depression zone and may trigger a local or global economic crisis and financial crisis, all of which are of great uncertainty.Third, the COVID-19 epidemic is likely to lead to the prevalence of nationalism and populism, and at the same time may lead to the regression of economic globalization. The COVID-19 epidemic will bring difficult decision-making problems for governments to survive in a pinch and may bring political instability to a small number of countries.

2.4.6 The World Economic Organization's forecast of the impact of coVID-19 on global economic growth and finance.

Following the COVID-19 outbreak, research institutions, major financial institutions and economists have made predictions on world economic growth and global trade growth in 2020 and 2021 from different perspectives.Goldman Sachs and Morgan Stanley, for example, forecast America's 2020 GDP will fall by more than 30% in the second quarter of 2010 compared with the previous three months. Deutsche Bank reckons that the global economy will fall into recession in the first half of this year, and that aggregate demand in the euro area will shrink by 24% in the second quarter of 2020.On April 8, THE WTO released its forecast for trade growth in 2020. Under the optimistic scenario, the volume of global trade will decline by 13%, while under the pessimistic scenario, it will decline by 32%.

The IMF mentioned in the World Economic Outlook released on April 14, 2002 that this is a completely different crisis, which has a huge impact on the output of the world economy, which may far exceed the losses caused by the financial crisis, and the duration and severity of the impact are highly uncertain.

The IMF expects global GDP to shrink by 3% in 2020, the worst recession since the Great Depression of the 1930s, and the volume of world trade to fall by 11% in 2020.

The report also pointed out that if the epidemic can be effectively controlled in the second half of this year, relevant anti-epidemic measures can be gradually relaxed, with a series of policy support, the global economy is expected to see a recovery of 5.8 percent in 2012, and world trade will see an growth of 8.4 percent.

However, the global economic outlook remains highly uncertain because the trend of the epidemic and its possible impact is still not fully understood.

The IMF's world economic outlook also puts forward the global growth forecasts have great uncertainty, the reason is that the economic impact depends on the interaction of factors, and the interaction between these factors is difficult to predict), including the intensity and effect of epidemic situation, prevention and control measures, the extent of supply disruptions and sharp tightening of the global financial market conditions, spending patterns change, the influence of the behavior changes such as people avoiding shopping malls and taking public transport, confidence effects and volatile commodity prices.Many countries face multi-tiered crises, including health shocks, domestic economic turmoil, sharp declines in external demand, reversals in capital flows and a collapse in commodity prices.Due to the highly uncertain outlook for the COVID-19 outbreak, if the outbreak continues in the second half of the year further deterioration will hit global economic growth harder, with global GDP likely to shrink by 6% in 2020.If the epidemic persists to 2021, global GDP is likely to shrink by 2.2 per cent next year. If the epidemic continues into 2012, growth next year could be a further 8% lower than the baseline projection).On April 1, 3, 2 0 0 2 years, the IMF released the "global financial stability report | [4], think COVID - 19 outbreak to the global financial market has brought unprecedented blow: credit market spreads with rising financing costs, risks, plunging asset prices, market liquidity deteriorated significantly, emerging and frontier markets has experienced the most violent of securities investment flow reversal, the decrease of external debt financing could lead to a higher lever and credibility of poor borrowers under pressure, so you need to take fiscal, monetary and financial policies to support the economy is impacted by the outbreak.

Banks should try to use existing capital and liquidity to ease funding pressures. Regulators need to inject liquidity into the financial system to offset the impact of tighter financial conditions and keep the channels of credit flowing into the real economy open.

Financial support is provided by the regulatory authorities to help borrowers repay loans and obtain funds to stay in business, or credit guarantees are provided by the authorities to Banks.Regulators should also encourage Banks to negotiate prudently with struggling companies and households to temporarily adjust the terms of their loans,Emerging economies need to use flexible exchange rate policies to manage liquidity risks from volatile financial markets and massive capital outflows;

International cooperation multilateral cooperation in response to the disruption of the global economic and financial system caused by the COVID-19 pandemic, such as debt rollover, is critical.

2.4.7 Impact of COVID-19 on China's short-term macroeconomic performance.

The international monetary fund released April world economic outlook for the baseline forecast, assuming the virus can subside in the second half of 2 0 0 2 years, the prevention and control measures can be phased out, as the policy support measures to help restore normal economic activity, then predict 2 0 0 2 years the world economy will shrink by 3% overall, compared to before the outbreak data is expected to reduce 6. 3%.This will increase by 5.8 percent in 2012, a 2.4 percent increase from pre-epidemic estimates.

According to the IMF's forecast, China's economy will grow by 1.2% in 2020, and will rebound strongly in 2021, with the growth rate rising to 9.2 percent by a large margin.

With China's initial success in coVID-19 prevention and control, and coordinated efforts to promote coVID-19 prevention and control and economic and social development, it is estimated that under the benchmark scenario, China's economic growth rate will be 1.2 percent higher than the IMF's forecast.

The IMF's world economic outlook released also mentioned a pessimistic scenario, the global pandemic cannot be in the second half of 2 0 0 2 years fade or bimodal form, the epidemic will continue until 2 0 1 2 years after the second quarter, so 2 0 0 2 years of global GDP growth rate will be 6%, even if 2 0 1 2 years under control, 2 0 1 2 years world GDP will shrink further 2. 2%.

In this case, the volume of world trade will further shrink considerably and the global industrial chain will be further destroyed. Therefore, we need to stick to the bottom line thinking and estimate the difficulties more fully.

The COVID - 19 after the outbreak of mid China's macro economic and financial operation and the influence of the existing literature to the conclusion that there may be some difference between two points as follows: first, from the overall, the Chinese economy's potential growth rate and its trend is not going to happen too big change, but economic globalization further retreat and china-us relations huge uncertainty may continue to improve the efficiency of resources disposition and upgrading of industrial structure will be a significant negative impact.Second, after the outbreak (world economy) rapid monetary and financial and fiscal policy to deal with is largely alleviate the impact of the outbreak, but including China, the future a long period of time, continue to rise in macro leverage may cause uncertainty to medium-term economic and financial operation, debt risk long-term change, the relationship between the financial and the real economy will be more and more distant.

CONCLUSION

In this paper, several major outbreak 2 0 century since the impact on the economic and financial and the COVID - 19 continuously published after the outbreak of the international literature are summarized, and just COVID - 19 outbreak on the impact of China's economic and financial analysis, specific view summary is as follows: continuing the spread of COVID - 19 outbreak of a tremendous impact on the world economy and finance, modern economy strong affinity will enlarge the COVID - 19 outbreak caused economic losses.

The literatures on the long-term series of economic recovery after the epidemic did not reach a completely consistent conclusion. Some of the literatures believed that the regression to the long-term trend of economic growth could be achieved quickly after the epidemic, while others believed that the regression was relatively slow.

The impact of the epidemic on countries (or economies), enterprises and families has great heterogeneity. The impact on finance is characterized by overreaction in the short term, which will reduce the value of companies in general and increase the debt ratio of the country, enterprises and families.

The impact of the epidemic on the economy is characterized by both supply shock and demand shock, and the demand shock brought by the continuous supply shock will be greater than the supply shock itself.

There is no consensus on the effect of fiscal policy and monetary policy on mitigating the impact of coVID-19. Most literature believes that the effect of fiscal policy is greater than that of monetary policy. However, some literature believes that the effect of monetary policy may be greater than that of fiscal policy under the coVID-19 epidemic.COVID - duration of 19 cases of existing huge uncertainty, there are a number of scholars study the outbreak will be since the great depression from 1929 to 1933 in the global economy suffered the biggest external shocks, are all countries around the world, the subsequent need to countries around the world to conduct more in-depth and extensive international political and economic cooperation, international organizations should also play a more active role in the process.

China has made initial progress in epidemic prevention and control. However, the volume of world trade is shrinking considerably, the world industrial chain is being destroyed and economic globalization may be reversed.

Coupled with the great uncertainty about the impact of the epidemic on the world economy and finance, we need to stick to the bottom line thinking and make the estimation more difficult.

In the short term, China needs to identify supply shocks and demand shocks on the basis of comprehensive application of fiscal policy, monetary policy, industrial policy and exchange rate policy to effectively cope with the impact, not only to the affected by the epidemic area, industry, enterprise and family "precise ShiCe", and need to "create" universal, is the economic recovery and restorative growth to create a better monetary and credit business environment.

Longer term, China needs to fully consider the long-term dynamic problems of endogenous growth and transition of economic development model, not only need to further deepen the reform of the marketization of elements configuration and improve the efficiency of resource allocation, to high value-added manufacturing industry and high-tech industry, digital economy, finance, science and technology, and other industries of leapfrog development to provide better and more favorable environment for development, but also need to deepen the reform of the income distribution system, the effective implementation of the new urbanization strategy, the public security system perfect, the family financial system innovation, and supply a variety of means such as stimulating demand further stimulate consumer spending potential.

Since the last round of the international financial crisis, China's macro leverage ratio has increased rapidly. Despite a period of deleveraging, the macro leverage ratio has exceeded the level of most developed countries on the premise that China's per capita GDP still lags far behind that of developed countries.

Combined with the economic policies to hedge against the epidemic, it can be expected that the macro leverage ratio will continue to rise in the next 1-2 years at least. Therefore, it is necessary to plan in advance the impact of the high macro leverage ratio on the economic and financial operation and countermeasures in the future.

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MARKETING APPROACH FOR THE THAI TRAVEL COMPANY TO ACCOMMODATE REVISIT OF CHINESE TOURIST

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ABSTRACT

The number of Chinese outbound tourists are increasing in affluence under China economy has been developing strongly and rapidly. Chinese tourism sector is experiencing one of the highest levels of growth, and Thailand has been a popular destination for Chinese tourists, while Chinese tourists already ranked at top of the number of the foreigners who travel in Thailand. Related to the significance of tourism industry in Thailand, the purpose of this study is to explore the factors influence Chinese tourists revisit Thailand, and what attract them to choose Thailand as the tourism destination could help tourism operators choose the right strategy to improve the service for Chinese tourists. The research also covers studying strengths and weaknesses of Thailand tourism. This research follows quantity research methodology mix qualitative research methodology, the questionnaire data was collected from 400 Chinese tourists who have traveling in Thailand and which use semi-structure interviews for data collection. Weaknesses and improvement suggestions have also been described to raise an awareness that could enhance the overall services that may attract more Chinese tourists travel in Thailand.

Keywords: Chinese outbound visitors, Thailand, Service

INTRODUCTION

1.1 Background of the problem

Tourism industry is the main industry generates the increasing revenue to Thailand every year, especially foreign tourists market growing in both of quantity and income obviously. It is a highly expanding industry, a vital role for economic and social system of Thailand, a major source of income bringing about foreign currency, jobs and distributing prosperity to the regions. This leads to the adaptation in line with various situations and the quality and sustainable growth of Tourism of Thailand with competitiveness in the global market reflecting on the GDP of Thailand in 2016 at 14.36 trillion baht representing 17 percent of total GDP or 2.51 trillion baht while the majority of the revenue comes from foreign tourists at 65 percent or 1.64 trillion baht.

Tourism is an important economic factor in Thailand. In 2018, tourism could help Thailand GDP increase by 7.3% of Thailand GDP, including the indirect impact of tourism, the Thailand Tourism Board (TAT) promotes.Thailand international magazine and slogan "amazing Thailand" were partners in June 1st. Time magazine 2018 reported that Bangkok was discovered.In the world's most popular city, in 2018, the global target city index, suvarnabhumi airport is a good alternative location.In the world, tourism and sports ministry 2018 and revealed that foreign tourists came to Thailand in 2018, including 38,277,300 person, an increase of 7.444%.In contrast, 2018 of Chinese tourists come to Thailand for the most foreign tourists.

However, the author often hears many complaints from non biological media such as intensive schedules.They feel tired and uncomfortable shopping activities, so that they believe that travel is not worth it from the Internet.The website of China Tourism Administration, Latvia, many travel agents, attract Chinese tourists to use strategies.Low prices and increased visitor selection without travel agents and stations if you are an independent traveler or "DIY" do it yourself, we can consider whether there are more Chinese tourists.Unsatisfied products, the current travel service providers receive only misleading tourists.China in Thailand.

This study will contribute to the motivation of Chinese tourists and the decision-makers in Thailand.Thailand Tourism Board's evaluation of China's market and tourism service marketing strategy Chinese.

1.2 Research objective

Accordingly, the study optimally aims to investigate the key factors that influence the likelihood of international visitors to revisit Thailand. The main objective of the study are:

(1) Identify Chinese tourists' demographics and travel patterns;

(2) The study explores the motives and drivers that support the tourist decision to revisit Thailand.

(3) Advice to relevant departments or related industries: enhance the Thai tourism market to attract more tourists to visit Thailand again

3. Research questions

3.1 What are the reasons why Chinese tourists choose Thailand as a tourist destination?

3.2 What are the strengths of Thai tourism?What are the weaknesses of Thai tourism?

3.3 what factors influence Chinese visitors to revisit Thailand?

4. Expected benefits

4.1 It will help the tourism industry related to Chinese tourists to provide services that will meet the needs of tourists, thereby helping tourists to be satisfied.

4.2 This will help improve tourist satisfaction and understand the factors that attract Chinese tourists.

4.3 Knowing the factors that attract Chinese tourists And it will cause both the government and the relevant tourism industry to maintain the most important attraction factor.

LITERATURE REVIEW

With the development of Chinese market, it is very important for Tourism Organization to develop information strategy.Take advantage of this opportunity to get a huge share of the market.

Sotiriadis and Apostolakis (2015) found that visitors of Chinese origin are likely to be more influenced from culture-specific, as opposed to destination-specific factors. The authors concluded that this is an important finding for every destination aiming to attract Chinese tourists. Untong et al., (2015) assert that: "The number of Chinese tourists in Thailand has been increasing for two decades but since 2009 the trend has been particularly dramatic, with a 56.84% annual growth rate. The study found an increase of seasonality, but arrivals showed the same yearly pattern. Income elasticity indicates that Thailand will continue to benefit from China's economic growth. In addition, Chinese tourists respond less to a change in Thailand's prices than to changes in competitors' prices. In 2017, Chinese arrivals are forecast to reach 7.9 million with an annual growth rate of 19.98% since 2013. Therefore, Thailand should focus on capacity preparation for this market growth while monitoring the policies of its major competitors in the China outbound market." A study by Xi Yu Leung, Lan Xue, & Billy Bai, (2015), gathered 331 internet marketing-related articles published in the top eight hospitality and tourism journals from 1996-2013 as this is a critical field and requires careful analysis.

Recently, more and more researchers from institutions and organizations have studied tourism buying behavior, festival needs and travel.The demand for Chinese market, holmium DITR, 2005, and the current academic literature are quite unreasonable in this field, and few suggestions are provided.About the way that Chinese tourists leave the country or the best marketing services, Ho Kai ting and Cruz (2008) Marketing Master explains that loyalty is a free feedback, willing to buy back, willing to provide products or services for others, holmium Philip Kotler (2004) From the economic point of view, repeated investigation is an important part of tourism enterprises.The real effectiveness and attraction of tourists are more worthwhile than attracting new people, such as shoemaker and Lewis,2009, and keeping tourists back is an important part of tourism revenue, including cost.Marketing: Zhang Hefeng.

The history of Chinese marine tourism can be traced back to 1978. This is the beginning of China's opening and opening up.The reform is related to Xiao Ping's tourism and tourism market.Because they want to get foreign exchange and improve international communication service providers.Tourism and ordinary people do not care about young people in the early 1990, leisure tourism market.When China first opened, the government allowed Chinese people to visit Malaysia, Singapore and Thailand for the first time.At this time, permission to go to the public sector and relatives.Only in 1990, China's travel is the end of gradual opening.Tourism and leisure services approved by the Chinese government wait for the release of private passports.Foreign currency from 1994 to 2004, the proportion of Chinese travel abroad.Over the past ten years, the number of small quantities of foreign tourists has increased dramatically due to economic strength.

The motivation of tourists is a complex concept. The interpretation and research of peace ho 2005 and 41 ho points out that tourists' motives are different.The purpose of travel is to easily determine the basic motivation of everyone's travel for business and leisure.Tourism, though it is a secret, depends on their needs and personal needs in the minds of travelers.Over the past ten years, they have developed many models to try to build demand and relationships.Tourist guide

Thiumsak and Ruangkanjanes (2016) Thailand is an international tourist destination with its long history and rich culture.Beautiful natural environment and Thailand holmium welcome, It is impossible to attract more tourists because of the promotion cost, because the first tourist will definitely drop.This will depend on the important role of loyal customers in driving profits.

The number of Chinese tourists has increased rapidly during the past year when foreign tourists have come to Thailand.This is a seventy-seven percent foreign visitor to Thailand, of which the largest TAT is expected to be in Thailand.Chinese tourists exceeded 10 million in 2016, up to eight million, that is, Thailand Tourism Bureau.

Wright holmium(2005) encourages positive action to start meeting demand with demand driven or action.Finally, it realizes the demand for consumers.

Ho (2009) manages consumer behavior to help companies understand how to buy and consume products.Market segmentation is a common method, because evidence is easy to collect.

The focus of Howard and Xie's model is the four factors of consumer buying behavior.Input variables: external factors, that is internal factors in the process.

Motivation and pressure have been discussing and studying various kinds of travel motivations. Motivation includes psychological aspects. Sociology, internal and external motivation indicates that tourists are motivated by motivational variables.How do they determine the final driving factors to explain their needs through the characteristics of their destinations?When considering the factors, choose theory, push pull, identify the abducted person.

Emotional factors such as need to delete, escape, relax, adventure, knowledge, and so on.They are influenced by physical factors such as natural factors, outdoor activities, historical attractions.Science and many other studies have solved the motivation of travel. Researchers use the theory of push pull to explain.Motivational motives for travel, In different studies, the researchers gave the definition of driving factors, explaining why people have holidays and pulling factors.

This will help us understand what impacts tourism destinations, but different researchers do not.In the same elements of pushing and pulling factors, for example, Compton, 1979, and administrative agree with Dan push pull theory and incentive factors.The most important research of tourists' motivation is the influence of continuing education.A driving factor in social psychology is the avoidance of perceived environment.Investigation and self-assessment, relaxation, dignity, road, family relationship efficiency, and comfort.

Social interaction

Some studies show that the choice of tourist attractions is driven by factors such as Crompton, 1979, sirakaya, and Woodside, 2005, Yoo and yuys(2005)The substitution incentive factor of tourist attractions is internal variables, and some people want to escape their habits.Finally, the purpose of this study is to explore the motivation and participation of tourists.The key factors of Crompton holmium 1979 Ho and Yoon and yuysal holmium (2005) through push-pull analysis are not only influencing tourists' motivation.In addition, the impact of tourists' satisfaction and loyalty.This study found the impact of tourist motivation on tourist loyalty.

External behavior - excessive behavior is a behavior that others can not understand and behavior of some owners.If you don't know your own behavior, others will realize your own observation whether Ho observation uses direct senses or tools.Tool assists in observing the information obtained, causing tourists' behavior and knowing their behavior.The factors that tourists should know is that their behavior depends on the social environment in which they live.Life taste

Values include control factors and non control factors.

1 economic factors
2 Ethnology: Demagogy factor
3 Geographical factors
4 Social and cultural factors
5 Political factors
6 Media factor
7 Time and health factors - illusory conditions and health
8 Technical problems: technical factors

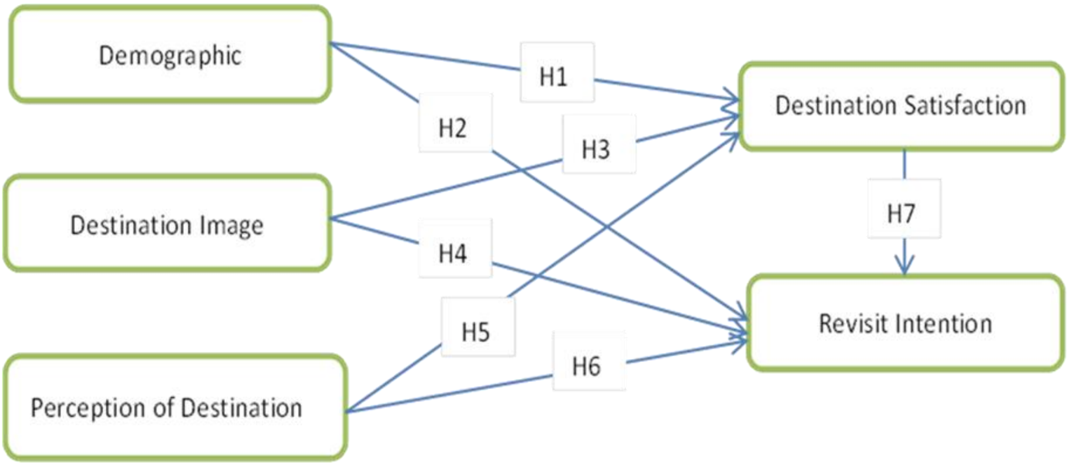
S.C. Bagri and Devkant Kala (2015) proposed that personal factors (including the social background and motivation of individuals,psychological factors such as expectation preferences), environmental factors (including social environment and natural environment), activity factors (including various types of activities) and business facilities factors (including activity facilities and maintenance management) are the main factors affecting the satisfaction of tourists.

RESEARCH METHODOLOGY

Conceptual Framework Model

Rajahs (2013) based on the literature review; the independent variables are demographic, the perception of destination and destination image as shown in the conceptual framework. The perception of the destination image is a direct factor in determining the level of customer satisfaction which is important for destination image when the potential tourists choose a destination depends largely on the perception of the destination image.

The dependent variables are destination satisfaction and tourists revisit intention. The perception is a direct factor in determining the level of customer satisfaction. Huang& Hsu (2009) found that Tourists revisit intention is influenced by the destination image satisfaction that it is the willingness to help to recommend to others. The satisfaction will lead to repeat to purchase or service and has the positive word of mouth



Research Methodology

Data collection used was by both quantitative and qualitative approaches. The quantitative data were collected using self-addressed questionnaires completed by Chinese tourists visiting Thailand.

The quantitative research was conducted in a form of the survey. The 400 questionnaires were distributed to samples by using Solvin's formula which applied to calculate the sample size. The data collected at Suvarnabhumi International Airport and Don Mueang International Airport.

The qualitative research was the 30 drafts of the questionnaires were interview with the manager of the tour company,so as to check the reliability of the questionnaire.

The sample of this research is calculated by using Taro Yamane (Yamane, 1973) formula with 95% confidence level. The calculation formula of Taro Yamane is presented as follows.

Where :

n= sample size required

N = number of people in the population

e = allowable error (%)

According to Rajesh (2013), the questionnaire method is through writing to collect information and data from the respodent. In this research the questionnaire is issued to collect the data and the 5 pointsLikert Scale, 1- Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and 5- Strongly Agree is used to collect data in which include five parts.

CONCLUSION

Thailand is one of the most popular tourist destinations for Chinese tourists; it is a potential market for Thailand tourism industry. The perception of destination can lead to tourists' decision to making travel, and influence on destination choice of tourist. It also can make the tourist loyalty on destination. It shows that destination image has the significant effect on the destination satisfaction and revisit intention since destination image is like a brand for the destination of the Bangkok. From the result of this study, it also shows that the destination image and perception of destination have the significant influence on the destination satisfaction. The destination image has the influence on revisit intention but the perception of the destination has no sign on the revisit intention. This study found that tourist's Destination satisfaction has the significant influence on revisit intention to Bangkok. According to the results, the destination image and perception of destination are important factors to influence the Chinese people to visit the Bangkok, so Chinese people have the high satisfaction of destination of the Bangkok but some results are not influenced to revisit to Thailand.

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THE IMPACT OF EXPLICIT KNOWLEDGE MANAGEMENT AND TACIT KNOWLEDGE MANAGEMENT ON CORPORATE HUMAN CAPITAL IN INNOVATION PERFORMANCE

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ABSTRACT

The explicit nation of the implicit knowledge of the trainee teachers can effectively promote the accumulation of the individual teaching experience of the trainee teachers and the growth of theoretical knowledge, and increase the value of education practice. At present, Chinese scholars' research objects on teachers' tacit knowledge are more concentrated on senior teachers' groups. Due to the lack of necessary mechanisms and conditions for the explicit nation of implicit knowledge of students, scholars often neglect the explicit nation of implicit knowledge of students. The SECI model refers to four modes of knowledge transformation, namely socialization, externalization, combination and internalization. Correspondingly, there are four kinds of places, which are the founding field and dialogue. On this basis, an extended model of SECI knowledge transformation is proposed, and the application of the SECI model by the trainee teachers is explored from four different stages of knowledge creation. Based on this, the corresponding educational internship strategies are proposed, such as establishing a learning community, guiding intern teachers to deeply reflect on the practice of learning, establishing an effective school ICT environment, and forming an efficient and autonomous teaching model for intern teachers to promote the sharing and application of tacit knowledge.

Keywords：trainee teachers；explicit knowledge；tacit knowledge；SECI knowledge.

INTRODUCTION

1.1 Background

Tacit knowledge has always existed in our lives. For example, the Chinese often say, "It is only possible to say what you can't tell" is the best explanation. Although tacit knowledge has been around for a long time, it has not been clearly defined. The British science scholar and philosopher Michael Polly put forward the concepts of "explicit knowledge" and "recessive knowledge" for the first time. However, this theory did not attract people's attention at that time. It was not until the 1980s that people felt the impact of Polanyi's theory, which was affirmed by OECD in 1996. Many philosophers have been studying tacit knowledge in history, but most people think that the "four traditions" of tacit knowledge research are more influential. This is Herald Grimes and K. S. The understanding formed by Johannessen in the study of Polanyi's "recessive knowledge" is specifically the phenomenological tradition, hermeneutic tradition, later Wittgenstein tradition and Polanyi tradition [4].

In the era of knowledge economy, tacit knowledge is widely used to manage knowledge-based enterprises, the main representative countries are the United States and Japan. Japanese scholar Ikujiro Nonaka in his book "Knowledge Innovation Enterprise", based on knowledge management, proposed the SECI model of knowledge innovation and transformation. The application of knowledge management in education is late. William E.

Doll's postmodern curriculum concept expresses his research on tacit knowledge in a "metaphor" way. In his view, metaphor is a more effective way to stimulate dialogue than logic, "it helps us see what we haven't seen" [5]. At the same time, Australia's Collin Marsh redefines the implementation of the curriculum in the book "Understanding the Key Concepts of the Curriculum", and proposes "reflecting those ideas that seem to be hidden and forgotten" [6]. Regarding the connotation of tacit knowledge, tacit knowledge is more important than explicit knowledge, and we know much more than we can say. If we do not rely on consciousness that cannot be expressed to us, we can say nothing. Peter Drucker proposed the Dreyfus Model. He believes that the five stages of teacher development from novice to expert show that tacit knowledge comes from the process of human learning and acquiring skills. It cannot be expressed in words, because it is a skill that can only exist through practice and demonstration [7]. Ikujiro Nonaka believes that tacit knowledge is "knowledge but not speech", "highly personal", it is rooted in the actual situation. Lifetime professor Amrit Tiwana of Georgia State University pointed out that explicit knowledge includes declarable and objective knowledge, while tacit knowledge may not be clearly stated or recorded, and is more subjective. Tacit knowledge includes judgment, experience, and insight, Rules of thumb, intuition, etc. Experts and professionals usually rely mainly on tacit knowledge in practice [7]. It is not difficult to see that different scholars have different definitions and understandings of tacit knowledge. Although there is no clear and unified definition of tacit knowledge, there can be a consensus that tacit knowledge exists and its way to obtain must be through personal experience, practice and comprehension. It will encounter obstacles in the process of expressing clearly, which requires us to establish corresponding guarantee mechanisms.

1.2 problem statement

The explicit nation of the implicit knowledge of the trainee teachers refers to the expression of the intangible knowledge accumulated by them in practice, which is expressed by taking some specific measures, which is the explicit notion of implicit knowledge. As a special group that is different from formal teachers who have not yet formally entered teaching positions, the trainee teachers have more special tacit knowledge. The specific performance is as follows: First, before the teacher enters the teaching situation of the primary and middle school classrooms, the education and teaching-related information felt in middle schools and universities, such as teaching style, teaching attitude, teaching beliefs, and ways of treating students, will cause The intern teachers were influenced by subtle influence in the early stage of study; secondly, the theoretical knowledge learned in the university classroom has made the intern teachers have many imaginations and understandings of education and teaching, but many of them are not explicit and systematic. It exists in the form of tacit knowledge; third, the specific practices carried out by the trainee teachers often hide their thoughts and opinions on teaching, because during the internship is mainly the accumulation of teaching methods, they rarely reflect on teaching The belief behind it cannot be expressed tangibly. However, only when the trainee teacher understands the tacit knowledge and transforms it into explicit knowledge will the tacit knowledge play a role and promote their career development. Looking at the existing research, most of the research on teachers 'tacit knowledge is currently focused on the classification of teachers' tacit knowledge, the relationship between tacit knowledge and teacher professional development, classroom teaching, how to achieve teacher tacit knowledge sharing and explicit, and hidden The shortcomings of excessive explicitly of sexual knowledge [1]. For example, Zhang Minxuan took the Shanghai Experimental School as an example to propose the explicit nation of teachers 'professional knowledge and the realization path [2]; Gao Wei pointed out that teachers' theories are often in a recessive state, which often dominates teachers ' Behavior also affects teachers' level of reflection and professional development [3]; Zeng Ningbo, Huang Xiaoxue, Zhang Siquan, Chen Shihua, and others all started from specific disciplines and discussed the teaching enlightenment of tacit knowledge to specific disciplines [1]. It is not difficult to see from the above examples that Chinese scholars' attention and research on explicit knowledge of trainee teachers are still lacking. The reason may be that the internship time of trainee teachers is too short, and there is no room for explicit conversion of tacit knowledge and Time, or some internship activities are difficult to make tacit knowledge explicit in design.

1.3 research question

How important that tacit knowledge for trainee teachers.

1.4 research objective

The purpose of this article is to explore the importance of tacit knowledge for trainee teachers.

1.5 significance of the study

Based on the educational internship, this article regards educational internship as the most valuable source of knowledge for pre-employment learning of intern teachers, fully taps the tacit knowledge in the educational internship, attempts to introduce SECI model, and based on this model, proposes the SECI knowledge conversion expansion model To promote the externalization of implicit knowledge of trainee teachers from four different stages of knowledge creation, it is of great significance to the professional growth of trainee teachers.

LITERATURE REVIEW

2.1 Theory

As for the types of knowledge, descriptions from different angles are also diverse. The well-known Japanese management scientists Ikujiro Nonaka and Hirotaka Takeuchi used a dialectical approach to explore the dichotomy of knowledge of Michael Polanyi (recessive knowledge and explicit knowledge), using the interaction between implicit knowledge and explicit knowledge The creation process of knowledge, and put forward the SECI model. In the study of explicit knowledge and tacit knowledge conversion, the SECI model is currently the most influential knowledge conversion model. In the annual report "Knowledge-based Economy" published by the Organization for Economic Cooperation and Development (OECD) in 1996, knowledge is divided into fact-knowledge, principle-knowledge, know-why, and skill-knowledge And know-who, and put forward the law of knowledge transformation, and believe that the process of "knowledge transformation" includes four processes, namely S (socialization, from recessive to recessive), E (externalization, from recessive To dominant), C (combined, from dominant to dominant), I (internalized, from dominant to recessive) as shown in Figure (1).

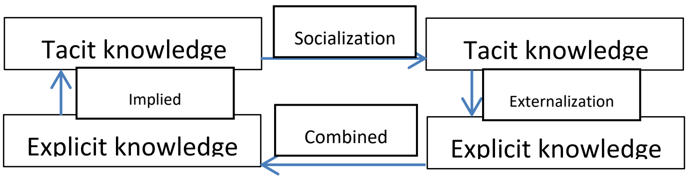

Fig (1). The process of knowledge transformation

The socialization of tacit knowledge is the personal process of sharing tacit knowledge, mainly by observing first, then imitating, and finally carrying out tacit knowledge transfer in the form of practice; the externalization of tacit knowledge is to transform tacit knowledge into others easy to understand And the process of clearly expressing it. This process mainly relies on analogy, induction, and summary, and is promoted by forming text; the combination of explicit knowledge is the integration and systematization of piecemeal explicit knowledge

Process through this process. Learning at work is an effective way to realize the implicit knowledge. Through this process, organizational knowledge can be spread among the members of the organization; implicit knowledge is the process of transforming explicit organizational knowledge into tacit knowledge of other members of the organization. Continuous learning in daily work is an effective way to realize the implicit knowledge. Through this process, the implicit knowledge of the organization can be spread among the members of the organization.

Knowledge passes through the four stages of socialization, externalization, recombination, and final internalization. It realizes the transfer of knowledge between individuals and between individuals and organizations, and finally regenerates new tacit knowledge. A growing knowledge spiral is formed in the process of mutual transformation between the two, which promotes the continuous development of knowledge.

2.2 Content of knowledge management

According to the theory of knowledge classification and transformation, it can be understood as follows: knowledge management is the management of the continuous spiral transformation process of explicit knowledge and tacit knowledge so that in the process of improving the quality and quantity of knowledge, individuals and organizations are improved. Specifically speaking, it is through the mining, induction, sharing and application of knowledge. Thereby promoting knowledge innovation. As shown in Figure (2).

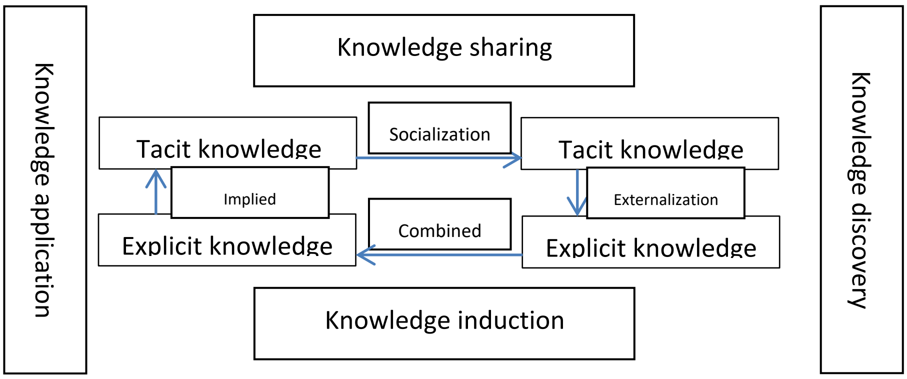

Fig (2). Content of knowledge management

Knowledge mining and collection is to promote the externalization of tacit knowledge and the combination of explicit knowledge, and continuously mine, collect, classify and store the existing knowledge and experience accumulation of personnel in the organization. The tacit knowledge existing in the individual's mind needs to be linearized by such mining methods as communication and discussion. Explicit knowledge such as various materials and documents scattered inside and outside individuals and organizations should be classified and stored to facilitate sharing.

The application of knowledge sharing is to internalize explicit knowledge and socialize tacit knowledge. Realizing the application of knowledge is usually an individual learning explicit knowledge in the organization (such as job requirements, experience summary, case analysis, etc.) and mastering it through his own experience to achieve the growth of personal tacit knowledge. The realization of knowledge sharing is mainly realized through the way of person-to-person communication, such as seminars and evangelism.

In the process of continuous knowledge mining, collection, application and sharing of the organization, everyone in the organization can easily and quickly find the knowledge, experience and communication needed to achieve the purpose of rapid application. Besides, as employees apply the knowledge they mine and collect to their work, they quickly broaden, extend and rebuild their knowledge systems, thereby promoting the sharing of knowledge again and achieving continuous innovation.

RESEARCH METHODOLOGY

3.1 Research Approach

This article adopts case analysis method, inductive summary method and other methods for related research. It is a review paper.

3.1.1 Literature method

In the course of research, this article consulted a large number of relevant literature and journals. The content involves tacit knowledge, explicit knowledge, explicit tacit knowledge about teachers, explicit tacit knowledge about education industry, strategic and knowledge structure of explicit tacit knowledge, etc.

3.2 Case analysis method

The application of SECI model in promoting the invisible knowledge of trainee teachers

3.2.1 Socialization model

Socialization mode is the main process of knowledge transformation. The knowledge conversion model can be carried out in various ways.

Entering the work environment will go through the process of socialization. The socialization mode is represented by the conversion of the tacit knowledge of the internship school and the teachers of the school to the individual knowledge of the internship teachers, which is represented by "organizational tacit knowledge" and "individual tacit knowledge" in Figure 3 (here, teachers and principals of the internship school, Etc.). The trainee teachers' original tacit knowledge and newly absorbed tacit knowledge are assimilated and merged, and internally combined into new tacit knowledge. Regardless of the path, the individual knowledge of the trainee teacher interacts with the tacit knowledge of the school as an organization through the socialization model. This process is the interaction between the individual and the school. In this process, tacit knowledge is linguistically communicated, imitated, etc., thereby increasing the degree of sharing. Once the speed of knowledge dissemination and sharing among individuals increases, it will promote the use and sublimation of school organizational knowledge, which can be said to be a win-win situation for individuals and schools.

3.2.2 Externalization model

During the teaching practice, the trainee teachers realized the transfer of tacit knowledge between the school and the individual through the interaction between the individual and the school change. On this basis, the trainee teachers began to acquire knowledge through the process of socialization in educational practice, and realized the explicit nation of tacit knowledge through metaphors, analogies, concepts and models, as shown in "Personal explicit knowledge" in Figure 3. A ". But in real life, the conditions for knowledge sharing are insufficient, and teachers have limited opportunities to share knowledge. The knowledge that "knowledge cannot speak" can only be partially transferred and expanded, as shown in "personal explicit knowledge an" in Figure 3.

3.2.3 Combined mode

The trainee teacher manifests the tacit knowledge in various ways in educational practice, and summarizes and organizes the respective explicit knowledge together. For example: Because of the deficiencies in teaching, teachers discuss, supplement and modify, and at the same time feedback their further understanding and experience of education and teaching. This is an informal way of dialogue, which can get new or more from colleagues' Good knowledge. This knowledge becomes explicit knowledge in the context of dialogue.

Explicit knowledge is explicitly transferred to others, and then a series of combination processes occur, as shown in the "combination" process in Figure 3. At the same time, the accumulated explicit knowledge will be absorbed by individuals or organizations through the process of "propagation and sharing" through communication and discussion, as shown in "Communication and Sharing" in Figure 3.

3.2.4 Internalization mode

At or after the process of combination, the explicit knowledge of the organization will be transferred into the implicit knowledge of the organization through the internalization model for organizations, this can create an atmosphere that encourages the transfer of knowledge as part of the overall vision, as shown in "Internalization 1" in Figure 3. In this process, the combined explicit knowledge will not only be transferred to the tacit knowledge of the organization, but also be absorbed by the individual teacher, as shown in "Internalization 2" in Figure 3. This is because the trainee teachers will selectively accept knowledge based on their own experience and immediately apply the knowledge to their teaching situations. If the trainee teacher does not understand the value of knowledge, or is not interested in the explicit knowledge that has been expressed, then they will give up the knowledge passed in a clear state, and the explicit knowledge at this time will be partially converted into the hidden knowledge of the trainee individual Sexual knowledge is represented by "selective internalization" in Figure 3.

It can also be seen from Figure 3 that before the externalization model, the combinational model and internalization model are connected with the socialization model, they are formed in the process of continuous circulation, between the tacit knowledge and the explicit knowledge. Mutual transformation occurs continuously before they enter the socialization process again. When the trainee teacher performs the "selective internalization" in Figure 3, the explicit knowledge that is difficult to be internalized will return to the combined mode. After the trainee individual internalizes the knowledge, the individual tacit knowledge interacts with the organization tacit knowledge. All these knowledge conversion models return to the socialization process and restart the knowledge conversion cycle.

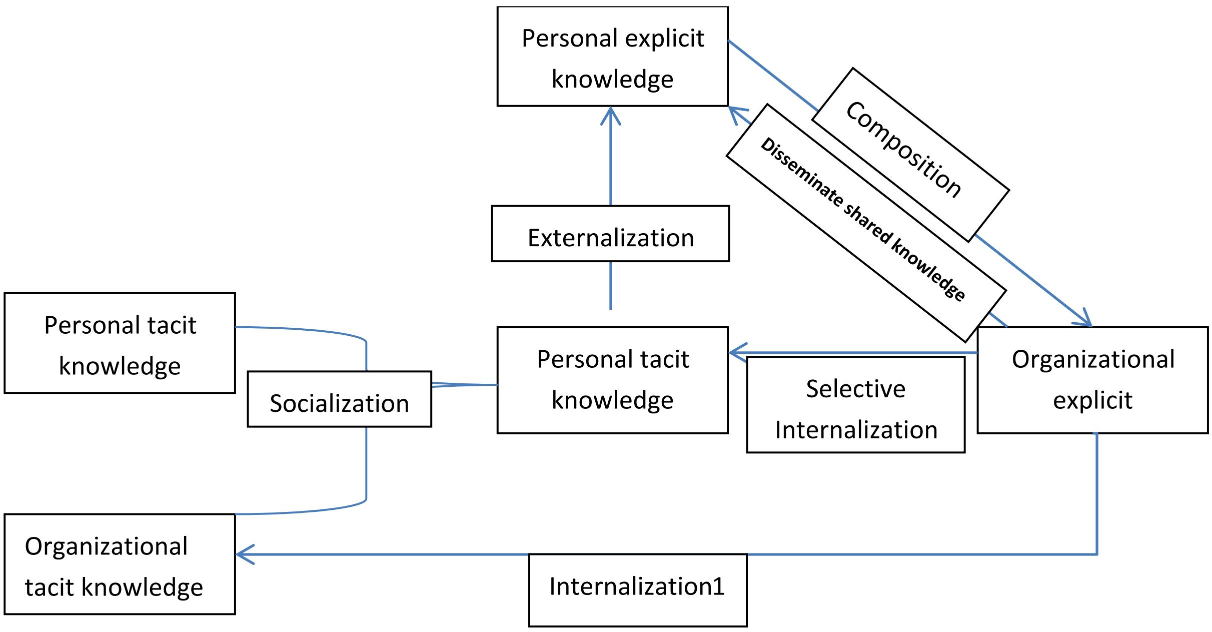

Fig (3). SECI model of educational practice knowledge transfer for trainee teachers

3.2 Inductive summary methods

Trainee teachers should have the opportunity to accumulate real experience related to teacher tasks in real classrooms, and these experiences should be gained before they enter the school as a formal teacher. Educational practice is an important way to obtain practical knowledge. In educational practice, the knowledge transformation and expansion of the trainee teachers lack a "knowledge sharing" environment. The production process of tacit knowledge of trainee teachers includes five parts. Based on this, the SECI knowledge transformation expansion model will pay more attention to the sharing and training of the intern teachers' tacit knowledge in educational practice, and accordingly put forward the corresponding strategies for the explicit knowledge tacit knowledge of the intern teachers.

RESULTS AND FINDINGS

4.1 Article Summary

	Literature title	**Years**	**Author**	**Keywords**
1	A comparative study on explicit knowledge of teachers' tacit knowledge and its implementation paths and strategies	2018	Zhou Shu	explicit knowledge; tacit knowledge; implementation paths; strategies
2	Explicitization of teachers' tacit knowledge based on metaphor	2016	Gao Wei	Explicitization; tacit knowledge
3	Understand the key concepts of the course	2009	Colin Marsh	Course; explicit knowledge; tacit knowledge
4	Research on the dilemma of the sharing of tacit knowledge of current vocational teachers	2017	He Xiangfeng	Sharing; tacit knowledge
5	The explicit strategy of teachers' tacit knowledge	2014	Wang Li	tacit knowledge
6	Novelties teachers and knowledge acquisitions: reminiscent reflection of experienced teacher	2008	KIM K.	reflection
7	WHY SHARE Knowledge? The influence off ICT ON the motivation for knowledge sharing.	1999	PAULL H.	Sharing; Influence; Motivation

Literature title Years Author Keywords

4.1.1 A comparative study on explicit knowledge of teachers' tacit knowledge and its implementation paths and strategies 2018 Zhou Shu explicit knowledge; tacit knowledge; implementation paths; strategies

4.1.2 Explicitization of teachers' tacit knowledge based on metaphor 2016 Gao Wei Explicitization; tacit knowledge

4.1.3 Understand the key concepts of the course 2009 Colin Marsh Course; explicit knowledge; tacit knowledge

4.1.4 Research on the dilemma of the sharing of tacit knowledge of current vocational teachers 2017 He Xiangfeng Sharing; tacit knowledge

4.1.5 The explicit strategy of teachers' tacit knowledge 2014 Wang Li tacit knowledge

4.1.6 Novelties teachers and knowledge acquisitions: reminiscent reflection of experienced teacher 2008 KIM K. reflection

4.1.7 WHY SHARE Knowledge? The influence off ICT ON the motivation for knowledge sharing. 1999 PAULL H. Sharing; Influence; Motivation

4.2 Combination of topic analysis and research in related papers

4.2.1 Thematic analysis of the most relevant literature

(1) Establishing a learning community-the conversion of tacit knowledge to tacit knowledge

When the behaviors and attitudes of the group of trainee teachers tend to be equal and open (such as mutual respect and learning, equal interaction and communication, etc.), the tacit knowledge of each teacher within the school group is easier than the interaction with individuals and organizations outside To achieve transformation [16].Establish an open, united, and harmonious learning community, replacing trainee teachers, university instructors, and internship school instructors with alternative learning communities. In this community, trainee teachers obtain knowledge from expert teachers, principals, and colleagues through conversation, sharing, observation, and imitation.

(2) Guide the intern teachers to carry out in-depth teaching reflection-the conversion of tacit knowledge to explicit knowledge

From the perspective of the instructor, Kyoung-Ae Kim's research shows that reflection is the general direction of professional growth, and reflection contributes to the creation of personal knowledge. Future teachers need to be more exposed to real teaching situations, they need to accumulate teaching experience in various ways, they need to obtain advice and wisdom from their tutors to guide themselves on how to reflect, and how to improve their professional abilities over time. Intern teachers will face difficulties in disconnecting teaching theoretical knowledge and practice, adapting to the occupational environment and emotional instability after entering the job, and the main forms of support for the professional development of novice teachers are on-board education and apprenticeship, which still adheres to the tradition The professional development paradigm of teachers lacks the focus on the independent development of novice teachers [17]. Therefore, the instructor and trainee teacher should strengthen the "mentor-apprentice dialogue" and transform the traditional, one-way guidance model into a two-way interactive teacher-apprentice model. At the same time, organize trainee teachers to carry out activities such as exchange and sharing of experiences after teaching, in a harmonious and frank atmosphere, in an equal dialogue way, to guide trainee teachers to actively and profoundly reflect on their teaching situation, and actively discover their problems actively seek solutions to problems.

(3) Establish an effective school ICT environment-the combined process of explicit knowledge

Information and communication technology is abbreviated as “ICT”. Communication or sharing between teachers and trainees can be strengthened through the use of information and communication technology (ICT), such as electronic networks, the Internet, intranets, and group support systems. In this context, teachers and trainees can exchange knowledge through the Internet. Paul Hendriks established the "ICT and knowledge sharing" model in his research. He pointed out that information and communication technology (ICT) can strengthen knowledge sharing between each other by reducing time and space barriers between knowledge workers and improving access to knowledge information [18]. Computers are creating new opportunities for writing, cooperation, and knowledge sharing. If schools can establish an effective information and communication technology environment, they can reduce barriers to knowledge sharing among teachers and improve the effectiveness of knowledge sharing.

(4) Form an efficient self-teaching mode for trainee teachers-the conversion of explicit knowledge to tacit knowledge

Self-teaching is an important part of the teaching practice of trainee teachers. It refers to the actual teaching behavior of trainee teachers under the leadership of senior school teachers. This process can help trainee teachers internalize their systematic explicit knowledge. In the course of handling various teaching events, the trainee teachers use their accumulated theories and experiences to reflect on this practical activity of teaching, and gradually form their own beliefs in education and teaching. The internalization process of trainee teachers' knowledge is a kind of action-based knowledge creation process. On the one hand, by self-teaching and handling various teaching events, combining theory with practice, trainee teachers effectively apply the professional knowledge and educational teaching knowledge they have learned to practice; on the other hand, trainee teachers can also use their accumulated Theoretical knowledge and experience, reflection on the practice of teaching, and gradually form their own beliefs in education and teaching and teaching skills with unique styles. Before teaching, in addition to writing instructional design in advance, negotiating a plan with the instructor, and carrying out multiple grinding sessions, under the guidance of the instructor, the lesson plans, trial courses, courseware, and teaching aids must be revised. At the same time, analyzing students is also very important. Trainee teachers usually have to consider the following issues:

How many people in the class?

How well are they educated?

How do they master knowledge?

How interested are they in this course?

What gain or experience do they hope this course will bring them?

In the course of teaching, teachers should choose appropriate teaching methods for in-depth and detailed explanations for specific knowledge points, so that students can not only master the main knowledge points while forming a class, but also form a basic impression in their minds. When they encounter similar situations at that time, students can use the knowledge they have learned to analyze and solve. This process of inferences and bypasses is the process of internalizing newly learned knowledge into one's own knowledge, that is, the process of converting explicit knowledge into tacit knowledge [13].

CONCLUSION

At present, from the perspective of the characteristics of our country, the combination of education and artificial intelligence has brought about the great development of learning science, showing new characteristics such as human-computer cooperation, deep learning, cross-border integration, and human-computer collaboration. "Artificial intelligence" has triggered a series of changes and innovations in education models, teaching methods, education governance, and teaching concepts. Therefore, we urgently need to change the education model, reinterpret the role of teachers, and rebuild the target system for talent training.

Throughout today's global economy, business management relies heavily on talents with insight, vision, and intuition. Education must also rely on this talent to thrive [19]. The SECI model refers to the use of four modes of knowledge transformation, namely, socialization mode, externalization mode, combination mode, and internalization mode, to realize the innovation and generation of knowledge. It was introduced into the management field and brought profound changes to management. With the development of the times, the SECI model has been gradually introduced into the field of education, especially in the field of educational practice. Exploring the creation and generation of knowledge of trainee teachers from the perspective of knowledge creation can increase the value of education practice.

Also, the SECI model serves as a model for knowledge management and creation. Its application in the field of education is not limited to teacher professional development and educational practice. It can also rely on the SECI model to study and explore changes in China's education model, teaching methods, and educational goals. The goal of future education will be to train the talents of new era with innovative ability, independent self-consciousness and high-order thinking ability. In this process, the teacher's mission will no longer be to achieve "knowledge and acceptance", but to reinvent himself again and again to become a "leader" to the growth of students.

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MOBILE PAYMENT, LEADING THE DEVELOPMENT OF FUTURE PAYMENT, PROBLEMS AND COUNTERMEASURES

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ABSTRACT

In China, mobile payment has replaced cash payment, and the security, efficiency and convenience of mobile payment are gradually replacing the traditional cash payment. But why many developed countries are still using the traditional cash payment, can not be replaced by mobile payment. This research adopts the method of literature research, which can understand the history and current situation of relevant problems, obtain data through literature survey, collect, sort out, interpret and analyze the method, and carry out qualitative analysis. In this way, we can correctly understand the problems of mobile payment, development and countermeasures. Research results show that many developed countries are used to cash payment, more use credit cards to consumption, developed countries use credit card system is very perfect, credit card can be used to pay by installment, in developed countries, installment consumption has a market, and credit card does not require deposit consumption, this is very convenient. Second capitalist countries frequent economic crisis happens, the characteristics of the economic crisis is simple is inflation, money is becoming more and more worthless, this time by using line platform to pay again, you are not convenient, because your money is not valuable, if you are cash, you can easily take out your money, to buy some necessary necessities of life, as long as see the inflation report, you can quickly to complete such a process, but the online platform for some businesses don't accept, because businesses also feel accepted the money online, then might not be worth much. Mobile payment effectively combines the Internet, terminal equipment and financial institutions to form a new payment system. In addition, mobile payment can not only make monetary payment, but also pay the living expenses such as phone bill, gas, water and electricity. Mobile payment has created a new way of payment and made electronic money popular. For the people's life to bring convenient, efficient and safe way of life. It can support the vast majority of people's consumption behaviors, from large commodities to small street stalls, online shopping to offline consumption, all can use mobile payment. At the same time, it enriches relevant researches and provides theoretical support and policy suggestions for people to live a better and more convenient life.

1.1 Chapter one research background

In recent years, with the rapid development of Internet technology, the Internet has penetrated into many traditional industries. With the popularization of 4G and the constant update of mobile phone technology, the coverage of wireless signals in various cities is becoming wider and wider, and the number of mobile Internet users is increasing day by day. Mobile payment has penetrated into every aspect of people's life, such as code scanning for payment, mobile phone transfer, mobile phone red envelope, etc. Mobile payment refers to the payment method using mobile phone and wearable device terminal. From online shopping, living payment, insurance and financial management, to offline shopping malls, public transportation, and even roadside stalls, you can scan the code to pay. Under the market demand of mobile payment in China, mobile payment has penetrated into every field of life, and even banned cash payment. Foreign well-known institutions in 2018 conducted a survey about mobile payment, according to China's mobile payment rate in the world is located in the first of up to 87%, far more than the United States, Japan, Britain and other developed countries, India and South Korea penetration rate is 67% and 64% respectively, about 20% of Chinese consumers carry cash does not exceed 100 yuan, otherwise some consumers do not take cash.

1.1.1 Problem Statement

Nowadays, mobile payment is certainly the way of payment in China. "scan" is everywhere, and it has become a common life mode. Mobile payment has swept the world with a high penetration rate and become the main means for Chinese people to pay for goods and services, which has changed people's life style and consumption customs for thousands of years. Mobile payment, high-speed rail, shared bikes and online shopping have become the four great inventions of the new era. These four technologies bring great convenience to people's lives and improve people's living standards. Mobile payment can be seen in most transaction scenarios. Mobile payment is closely related to commodity management. It relies on the mobile payment of network, big data and other technologies, which effectively reduces the cost of financial transactions and expands the scope of financial services. For example, the consumption generated by consumers through mobile payment can bring credit points to consumers, and consumers can provide small loan services through Ant Pay, Micromicrocredit, etc. This kind of small loan does not need to provide collateral, which saves the cost paid by entrepreneurs to obtain bank loans and reduces financial constraints, thus providing assistance to entrepreneurs and reducing the cost of financial transactions. It can be seen that mobile payment can bring a lot of benefits to people, whether entrepreneurs or not. But why hasn't mobile payments caught on abroad? The main points are as follows:1.The security of mobile payment, mobile payment the prevalence of reason, mainly it make our trade more convenient, mobile payment through the third-party payment platform in mostly, acting as an intermediary between consumers, businesses and Banks, it is also one of the reasons why the hidden risk, because of the intervention of the third party platform, in the process of the payment chain, will inevitably exposed by all kinds of information, the leaks, including fingerprints, password, identity, address, etc., some criminals will use various means to obtain the user's information, many foreign consumers with a special focus on personal privacy, mobile payment will disclose personal information, And they believe that their money in the bank card is the safest place, but the mobile phone is at risk.

1.1.2 Mobile payments, after all, most rely on mobile payment and mobile payment is an inevitable defects, is must be supported by the network signal, if the phone have no network, there is no way to pay deals, especially in some remote areas, while developed countries their coverage area is not large in China, many places even no signal, because the European and American countries such as communications company is a private enterprise, the enterprise profit for, only high profits in the densely populated place to establish a base station signal, some sparsely populated close not back to the cost of communications companies will choose to give up so they directly network coverage rate is not high, Network signal is not stable appreciation of the signal, so this has become a big obstacle for mobile payment in the developed countries can not be widely used.

1.1.3 Different national systems

Most bank cards in Chinese hands are the four major banks (Bank of China, Agricultural Bank of China, Construction Bank of China, Industrial and Commercial Bank of China), Bank of Communications and China Merchants Bank. Don't mind, as long as the government department of this a few big Banks agree, mobile payment system is easy to build, and then take the United States, for example, there are more than 6000 Banks in America, plainly how divided all have already arranged the cake, the implementation of the mobile payment will affect the bank's business, it is not allowed by the big foreign financiers, so very difficult to implement the mobile payment abroad, will be all aspects of pressure.

1.1.4 Perfect credit card system

In foreign countries, especially in western countries, credit cards were popularized early. When China was still in cash situation, only one credit card was enough in western countries. However, there were not many people with credit cards in China, and most of them were used to using debit cards. Brush card and sweep code are the payment method of special respect, it is hard to say who compares who advanced. Credit cards can be used in almost any store in the United States, so there is no need to use a mobile phone to pay.

1.2 Research questions

1.2.1 This paper studies how mobile payment can bring a lot of efficient, safe and convenient life to people. Why Western developed countries, with advanced technical support and open minds, are unwilling to accept and change their minds to use more secure and convenient mobile payment. Based on the reality, this paper analyzes the advantages and disadvantages of mobile payment and the negative reasons of mobile payment in developed countries in Europe and America through literature research and evidence collection, and studies solutions to help people in Europe and America to use mobile payment conveniently and conveniently. From the "food, clothing, housing and transportation" to provide convenience for people

Through this study, traditional merchants can help them analyze the advantages and disadvantages of mobile payment. Offline merchants can convert traditional payment into mobile payment through this article, provide data points for offline merchants, and understand the benefits brought to merchants in the era of big data of mobile payment. Through this study, merchants carry out payment transformation earlier, bring higher profits, and make it possible for offline merchants to carry out precision marketing.

1.3 Research Methods

This paper mainly uses the following methods for research

1.3.1 is mobile access to data. In this paper, by collecting, consulting and analyzing the existing literature on global mobile payment and financial support, in order to grasp the current status of mobile payment in China and foreign countries, more comprehensive and timely information for the completion of the paper to provide sufficient data support and external environmental basis.

1.3.2 Comparison of case enumeration and evidence. By comparing the domestic and foreign mobile payment practices, this paper summarizes the good root causes and excellent practices of the development of mobile payment, and draws lessons from successful domestic and foreign cases as the reference direction of this paper.

1.3.3 Survey statistical analysis. Through investigation data, research, statistics of the reality of mobile payment, grasp the real material and specific data of mobile payment, objectively reflect the experience and problems of mobile payment at home and abroad and provide suggestions and countermeasures.

1.4 Research Significance

In this paper, the development of mobile payment in domestic and abroad study, help to increase the development of mobile payment internationalization, the development of global mobile payment about the global economic development, the speed of the circulation of products, the convenience of payment transaction for the development of international economic activity has a direct impact, in life, science and technology as the speed of technological change now, to find and build global capital flow of freeway is imperative.

In today's digital and networked world, the construction of global network is constantly strengthened, and 5G is about to be popularized. Network coverage degree is higher, use of the Internet, communication network, conditions for it have been the basis of mobile payment business is on the rise, such as mobile card, and many foreign countries are not popular, mobile payment is a vast market, this part of the people needs are met and payment reform, is a big step in the construction of global payments.

Global mobile payment is closely related to people's lives. It improves the convenience and security of people's lives, diversifies people's demands from daily payment, transfer and remittance, financial management, establishes a good payment and settlement environment, constructs smooth payment channels, and promotes the accelerated turnover of funds. Its convenience and efficiency play a very positive role in promoting the innovation of financial services, promoting the equalization of financial resources, expanding consumption and improving living standards.

The research significance of this paper is to conduct a comprehensive analysis of the development status of mobile payment and the problems encountered in the process of its introduction to the world, propose effective countermeasures, help other countries to play a better economic function, improve the financial environment, and put forward innovative suggestions, so as to provide reference for the development of mobile payment.

2. The second chapter is the theoretical basis

2.1 Overview of mobile payment

Mobile payment concept

Mobile payment is a transaction method in which the transaction party transfers a certain amount of money to the payer through the mobile device, using wireless and other communication technologies and the mobile terminal to pay the bill of goods and services so as to complete the fee settlement. Another definition is that mobile payment is convenient, efficient, safe, hygienic, economical, universal and credit. Based on the mobile data network, the financial transaction mode between organization and organization, organization and individual, and individual and individual is realized. With the help of the mobile communication network, it provides users with services such as commodity transaction, self-service payment and transfer. In our country, it is believed that the transfer of money should be realized by a payment instruction, which should be realized by mobile terminals and mobile communication networks, and finally complete the transfer of funds between the two sides.

2.2Mobile payment classification

Mobile payment is made through the mobile terminal of computer and mobile phone with network. Although mobile payment is only a value-added service of mobile, with the rapid development of Chinese society in recent years, mobile payment has been gradually popularized in People's Daily life. As a means of payment, mobile payment is divided into different types according to different forms in practical application.

Mobile payment can be divided into different categories from different perspectives. There are three main categories, including payment amount, payment place, account type and other negative points

1. Divide by payment amount

Depending on the amount of concrete can be divided into large and small payment, according to the definition, mobile payment paper is small payments under $10, $10 above is a large payment, add to the differences involved in the deal subject need different security levels, such as large amount you need to use a third party to participate in to identify the transaction, and micropayments need only SIN card in the mobile terminal via text message, fingerprint identification, appraisal mechanism to pay.

2. Classification by place of payment

Mobile payment methods can be divided into two types: remote payment and on-site payment (near payment) according to the different geographical locations of the parties in the payment. Remote payment needs to complete the payment through SMS, wireless access, voice and other remote control. The on-site payment can use RFID, NFC, infrared or Bluetooth technology to realize payment information exchange and complete the payment.

3. Classify by account type

According to the type of account, it can be divided into two categories: physical account and virtual account. The payment of physical account is a mobile payment made by bank card or bank account, and the bank card number and bank card password are required to complete the payment during the transaction. Virtual account is payment of each customer set an ID (phone number or email) the corresponding virtual account, before the deal for consumers through the purchase of prepaid phone CARDS, prepaid phone ava and way to account for prepaid phone (the cash into an electronic virtual currency, storage in the process of consumer mobile terminal DI)

2.3 Features of mobile payment

In China, mobile payment has become the main way for Chinese netizens to pay. Data survey shows that among the major economies in the country, the consumption of mobile payment in China takes the highest proportion, and the consumption of mobile payment in e-commerce takes up 65%, followed by the UK, Germany and the United States. However, the popularity of mobile payment in Japan is relatively low. The mature development of China's mobile payment and its leading edge in the world mainly benefit from Alipay and WeChat and other products. Mobile payment transactions in China expanded to 27.74 billion yuan in 2018, up 136.7 percent from 2017 to 659 million people. As the technology platform becomes more and more mature, the penetration of mobile payment products among netizens continues to expand, and mobile products will achieve greater coverage of users.

At present, mobile payment has several major characteristics: 1. It has a wide application range. In order to improve convenience and efficiency, enterprises implement information management and start the network mode. Mobile payment has changed with the management, from a single transfer to a multi-distance mode, where people can implement living payment and online transaction payment on the network. 2. The payment has changed from the original large transfer to the small and high frequency. With the continuous expansion of mobile business scope, small mobile payments, such as water, electricity, telephone, gas and medical registration, which are commonly used at home, have also been frequently used. And more in the public service industry and community level work. It improves the efficiency of government and community service departments and provides convenience for people's life. 3 is a group of urbanization, with the development of science and technology in recent years the network is more and more mature, 4 g networks full cover, 5 g network in construction, gives China the operation of the intelligent terminal equipment network foundation, under the support network signals, intelligent terminal devices can access the network at any time, can satisfy people's consumption, mobile payment is more convenient. Led by business giants such as Alipay and WeChat, mobile payment in small towns and villages has also been welcomed by people. In this context, mobile payment has expanded from large cities to small towns, making the use of mobile payment significantly applied in rural towns.

Mainstream mobile payment method

	Unionpay	**mobile payment (Alipayas an example)**	**NFC payment (applepsy an example)**
main customer source	unionpaydebitandcreditcard users	users of alebaba's websites	unionpay card for iphone6 and above 1the user
market coverage	the world issued 7.59billion cards,covering 174countries And the region,xia Gai more than53.7million merchants and2.86taiwanATMN	covering more than 180 domestic and foreign banks	covering80%ofcredit card users in the united states,with medium
core competence	years of cumulative cyltivation of user habits,safety	large number of userssecurty	apple brand effect and user engagement,high security
advantage	largenumber ofusers,universal	convent andquick,simple operation	high security
security	online payment Ushield+digital certificate+paymentpassword:offline payment password+signature	real name authentication+digital certificate+payment 1shield+payment	security chip+dynamic token+fingerprint verufucation
profit model	handing fee,service fee	handlingfee,servicefee,advertising fee	poundage

The first chapter is literature review

3.1 Development of mobile payment

After 2017, with the combination of Internet and mobile payment, China's mobile payment has developed on a large scale, which has shocked the world. In China, mobile payment has been deeply rooted in the hearts of the people. In the future, China has the hope to achieve a cashless society, that is, cash is completely replaced. Including the size of supermarkets, convenience stores, restaurants, beauty shops, KTV and a series of life support mobile payment consumption. Although mobile payments are growing fastest in China, mobile payments did not originate in China. As early as the early 1990s, mobile payments appeared in the United States, followed by the emergence and rapid growth in South Korea and Japan. China's mobile payment first appeared in 1999, by the cooperation of China Mobile and the Industrial and Commercial Bank of China Merchants Bank, in Guangdong and other provinces and cities began to carry out the pilot mobile business. Through this service, customers can realize the financial management and payment functions of bank accounts on their hands. Although this business did not succeed due to various reasons, it still opened the door of the combination of mobile communication and financial services, and laid a foundation for the development of mobile payment business.

In 2002, China UnionPay started to cooperate with China Mobile and China Unicom to carry out mobile payment services in Hainan, Guangdong and other places, which achieved good development and attracted foreign counterparts such as SK Company of South Korea to learn from them. Due to the success of the pilot, China UnionPay began to promote mobile payment services nationwide.

In addition to the third party as the main mobile payment model also began to rise slowly. In this mode, the operation of mobile payment is undertaken by a third-party economic entity independent of one line and mobile operators, with independent management rights. The platform operator acts as a bridge to contact customers and banks, and is responsible for self-transfer and settlement between the customer's bank account and the service provider's bank account.

3.1.1 Current situation of foreign mobile payment

China's mobile payment transactions continued to grow in the third quarter of 2019. Trading volume rose to 25.22 billion yuan in the third quarter of 2019 alone, up from 277.4 trillion yuan in 2018. The promotion of China Mobile is further strengthened. With the development of urbanization, the development of the sinking market is accelerated. Mobile payment benefits more people in the sinking market. In addition, under the trend of consumption upgrading, people's consumption amount increases, which also promotes the further expansion of transaction scale. In 2019, the scale of mobile payment in China also exceeded 700 million, reaching 733 million people. At present, the popularity of mobile payment in China is at the leading level in the world. With the strengthening coverage of major platforms on daily life scenes and the market, it will popularize a larger number of people in the future. Payment is a currency circulation link, which has an important impact on the country's financial stability and security. At present, the industry is still dominated by third-party payment enterprises in China. Third-party mobile platforms still have great advantages in market popularity and application, which continue to promote the stability and scale increase of China's mobile payment market. The first-stage third-party payment platform is dominated by WeChat payment and Alipay. The two platforms have become the main choices for users by virtue of their respective vagrancy advantages and scene coverage perfection. The advantages of the two platforms are mainly reflected in comprehensiveness, but there are still great opportunities for development in the segmentation of payment fields and scenarios. Innovative mobile payment platforms represented by Suning Pay and Cloud Flash Pay will find more opportunities in the future. Driven by the third-party platform, the coverage of mobile payment for daily life scenes has become more and more perfect, and its portability, high efficiency and high penetration rate have injected vitality into people's life. As 5G technology becomes more and more mature in 2021, the commercial application of 5G has been put on the agenda. The technological environment for the development of mobile payment is changing, and the era of 5G+ Internet of Things is coming. Instead of technology replacement, mobile technology should be upgraded and developed, including payment scenarios, interaction modes, payment efficiency and commercialization exploration.

3.1.2 Current situation of foreign mobile payment

Every country develops differently. The development level and popularity of mobile payment services also vary greatly. In addition to China, Japan, South Korea and Kenya are the representatives of the development of global mobile payment. Japan has a high penetration rate of mobile payment, and the development degree of mobile payment business is far more than that of Europe and the United States, with a relatively mature business model. Surveys show that more than 100 million users in Japan use mobile payment services. The mainstream mobile payment technology is FeliCa, a contactless sensing technology developed by Sony, and mobile operator NTT DoCoMo occupies the dominant position in Japan's mobile payment market. In South Korea, mobile payments are dominated by mobile operators and banks. More and more mobile users realize POS payment through mobile phones, purchase subway tickets to complete mobile ATM withdrawals, etc. Therefore, mobile payment in South Korea is dominated by mobile payment. Currently, all retail banks in South Korea can offer mobile banking. The most surprising is Kenya, where 23 million people, or 74 percent of the country's adult population, regularly use mobile payments. That means three out of four Kenyan adults use mobile payments.

Despite the rapid development of mobile communication technology, there are still few countries where mobile payment is widely used from a global perspective. Such as the high-tech developed United States, mobile payment business development is very slow. The credit card ownership rate is very high in the United States, and Americans can use credit cards and ATMs to realize the needs of payment and settlement. In addition, the diversification of shopping channels makes the demand for mobile payment generally low in the United States. The lack of a clear demand driver has affected the pace of mobile payments in the US.

OPERATIONAL FACTORS AFFECTING QUALITY OF LIFE THE PUBLIC NON-PROFIT ORGANIZATION

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ABSTRACT

This research has the following objectives. 1. To study operational factors and quality of life of the Public Non-Profit Organization personnel. 2. To study operational factors affecting quality of life of the Public Non-Profit Organization by using a questionnaire for a sample of 350 people. 350 questionnaires were returned, representing 100 percent. The questionnaires were then analyzed and processed with a computer program to find the statistics such as number, percentage, mean, standard deviation, maximum, minimum and analyze multiple regression step by step.

The results of the research were as follows:

1. Most of the Public Non-Profit Organization personnel are female. Age 36 years and above. They have unmarried status and education at the bachelor's degree level. The duration of the service is 2-5 years and the average monthly income is less than or equal to 20,000 Baht.

2. Operational factors of the Public Non-Profit Organization personnel in the overall is at a high level. If considered on a particular aspect, all aspects are at a high level. The first aspect is Job Responsibilities. The second aspect is Association with Colleagues and Organizational Commitment respectively. The final aspect is Organizational Communication.

3. Quality of work life of the Public Non-Profit Organization personnel in the aspect of quality of work life, the overall picture is at a high level.

4. Operational factors affecting the quality of life of the Public Non-Profit Organization personnel are -.578 + (.826* Association with Colleagues) + (.183* Organizational Communication) + (.366* Organizational Commitment)+ (.326* Job Responsibility). This can be accounted for 73.8 percent increase in quality of work life, with the standard deviation in forecasting at _(+) .408.

Keywords: Operational Factors / Quality of Work Life / Public Non-Profit Organization

INTRODUCTION

Quality of Work Life is a concept of quality of life at work that was originated and widespread in industrialized countries where English is the primary language. But at the same time, the concept of quality of work life was originated in other countries as well. (Phuwanai Noiwong, 1998) When talking about the quality of life, an element that is extremely important to human life is the working system. Quality of Work Life is a very important aspect of the current management because the quality of work life is related to human since human is a valuable social cost. Nowadays, most people need to participate in the working system as well as must work to make life survive and meet basic needs. Working is a method to earn income.

When receiving income, it can be exchanged for food, utensils and 4 factors that are essential to life. In addition, working also determines the social status and function, creating greater value in human life. In the past, employees or workers were often viewed as raw materials. But in today's society, the organization gives more importance to the workers. It is believed that human resources or personnel who perform work are considered as the most important fundamental factor in the organization that will make the organization prosper or degrade. Because human resources are the main resources that make other resources valuable. It is therefore comparing human as the heart of the organization. The effectiveness of work that comes out of human resources depends mainly on the satisfaction of the human resource work. The satisfaction of work will generate enthusiasm and desire to accomplish the task in accordance with the plans and goals of the organization. (Phajon Chalermsarn, 2014) Therefore, when people have to work in accordance with their own way of life in various organizations or departments which have human resources as a fundamental factor in creating, producing or controlling the performance of work. Therefore, such organization or department should have the suitable conditions which create happiness in work both physically and mentally. There is a feeling of stability regarding the well-being of social, physical, emotional and spiritual. (Warinee Bodhiraj, 2015)

At present, amid the era of globalization that has created rapid changes in today's society in terms of economy, society, politics, culture and communication technology which inevitably affects the happiness of the people in society. Therefore, having a happy life is the hope of all human beings who want to create happiness for themselves. The happiness of each person will vary according to the way of life of each person. For example, good mental health, cheerful, no suffering or if any, not too much to solve, have friends in society, have a place to make a living, have a reasonable income to support themselves and their families adequately, have a stable career, a warm family, and a living in a happy community. Moreover, have equality, equal opportunities, have rights, freedom, education, and a good environment. Furthermore, have morality and ethics, living with nature happily and etc. These things are part of the quality of life or can be easily understood that "Quality of Life" is to have a happy life. (Warinee Bodhiraj, 2015)

Public Non-Profit Organization is an agency which is established to look after government personnel including the military, police, civil servants and civilians as well as the family of such personnel including non-active soldiers who perform duties to prevent or suppress acts that endanger the security or safety of the Kingdom both within and outside the country as specified by the Ministry of Defense or the Prime Minister's Office. Public Non-Profit Organization works under the bureaucracy system and the personnel working in this organization will receive the same benefits as the civil servants. According to the above background and importance, the researcher is interested in studying the quality of life in the operation of personnel in the Public Non-Profit Organization. Reflect the picture of the quality of life in the operation of personnel, which is useful in improving the quality of life for the personnel of the organization as well as benefit to be adapted to other organizations in the future.

Objective

1. To study the operational factors and the quality of work life of the Public Non-Profit Organization personnel.
2. To study the operational factors affecting the quality of work life of the Public Non-Profit Organization personnel.

Hypothesis

1. Operational factors affect the quality of work life of the Public Non-Profit Organization personnel.

Research Conceptual Framework

According to the studies and related researches, the researcher has presented as a guideline for researching the topic "Operational factors affecting the quality of work life of the Public Non-Profit Organization personnel. The researcher therefore used the concept of operational factors (Klatt, 1985) and quality of work life. (Greeberg and Baron, 1995) The research conceptual framework can be summarized as follows:

RESEARCH METHODOLOGY

1. This study was a survey research in order to study the operational factors affecting the quality of work life of the Public Non-Profit Organization personnel with a sample of 2,048 people. The sample size was calculated using Taro Yamane's formula (Taro Yamane, 1970) at a significance level of 0.05. 350 samples were obtained by simple random sampling.

2. The variables used in the research consisted of the primary variables including Job Responsibilities, Organizational Commitment and Association with Colleagues. The dependent variables are work life quality of the Public Non-Profit Organization personnel.

3. The tools used in the research was a questionnaire. The questionnaire was checked for the content validity from 3 experts including checking for the reliability value by using a group that was similar to the sample studied for testing (ty-out) of 30 people. The reliability value was at .892.

4. The researcher used all the questionnaire received to check the completeness of all questionnaires and analyzed the statistical data by using a computer to calculate the statistics by using a software program with the following steps:

4.1 Show the distribution of the sample group according to the demographic characteristics by using frequency and percentage statistics as well as the analysis of the performance motivation affecting the self-development needs of employees using statistical mean and standard deviation.

For this research, Absolutes Criteria will be used as a criteria for determining the degree of opinions on operational factors affecting the quality of work life of the Public Non-Profit Organization personnel (Chonlapatsorn Sittiwarongchai, 2017) as follows:

The average score between 4.21 - 5.00 means operational factors/quality of work life is at the highest level.

The average score between 3.41 - 4.20 means operational factors/quality of work life is at the high level.

The average score between 2.61 - 3.40 means operational factors/quality of work life is at the moderate level.

The average score between 1.81 - 2.60 means operational factors/quality of work life is at the low level.

The average score between 1.00 - 1.80 means operational factors/quality of work life is at the lowest level.

4.2 The verification of correlation between all independent variables according to the criteria set out in the preliminary agreement of Linear Regression Analyses by using Pearson's Product Correlation Coefficient to find the correlation between 5 quantitative variables including Job Responsibilities, Organizational Communication, Organizational Commitment, Association with Colleagues and the Quality of Work Life has no more than .80 correlation (Stevens, 1996) so that all independent variables do not have a multifactorial relationship.

4.3 Check the suitability of questionnaire model using VIF (Variance Inflation Factor) which has no more than 5 values. Tolerance is not less than 0.2 and Eigen Value is not more than 10.0 so that all independent variables have no relationship and Multicolinearity.

4.4 Questionnaire Model Analysis using the Stepwise Multiple Regression Analysis by bringing variables into forecasting in the model one by one.

4.5 Create a model of all operational factors affecting the work life quality of the Public Non-Profit Organization by using the equation = a + "b" _"1" "x" _"1" + "b" _"2" "x" _"2" + "b" _"3" "x" _"3" + … + "b" _"n" "x" _"n"

RESULTS

1. Most of the 2,048 personnel of the Public Non-Profit Organization are female. Age 36 years and above. They have unmarried status and education at the bachelor's degree level. The duration of the service is 2-5 years and the average monthly income is less than or equal to 20,000 Baht.

2. Operational factors of the Public Non-Profit Organization personnel in the overall was at a high level. If considered on each aspect, it was at a high level in all aspects. The first aspect is Job Responsibilities. The second aspect is Association with Colleagues and Organizational Commitment respectively. The final aspect is Organizational Communication.

3. Quality of work life of Public Non-Profit Organization personnel. In terms of quality of work life, the overall picture was at a high level. If considered each item, every item was at a high level except for the last level which is at the moderate level. Firstly, your organization has health checks at least once a year. Secondly, your supervisor supports you in your pursuit of career advancement and your organization has a good system for the safety of life and property of personnel. Finally, the compensation you receive is adequate for the current economic situation.

4. Regarding the coefficient of correlation between the operational factors affecting the quality of work life of the Public Non-Profit Organization Personnel, it was found that there were no more than .80 correlations (Stevens, 1996) so that all in dependent variables in this research did not establish a Multicollinearity. Therefore, all independent variables can be used in the Stepwise Multiple Regression Analysis, which is the use of the variables to be forecasted in the model one by one as shown in Table 1.

Table 1 Coefficient of Correlation between the operational factors affecting the quality of work life of the Public Non-Profit Organization personnel.

Factors	**Z**	**X_1**	**X_2**	**X_3**	**X_4**
1. Z	1				
2. X_1	.127**	1			
3. X_2	.675**	.056**	1		
4. X_3	.629**	.585**	.563**	1	
5. X_4	.823	.256**	.640**	.653**	1

**Consist of statistical significance at .01

Z represents Operational factors of the Public Non-Profit Organization personnel.

X1 represents Job Responsibilities

X2 represents Organizational Communication
X3 represents Organizational Commitment
X4 represents Association with Colleagues

5. The results of the analysis of the operational factors affecting the Public Non-Profit Organization personnel is Quality of Work Life at -.578 + (.826* Association with Colleagues) + (.183* Organizational Communication) + (.366* Organizational Commitment)+ (.326* Job Responsibilities) It can account for a 73.8 percent increasein quality of work life with the standard deviation in forecasting at _(+) .408.

Table 2 The results of the verification of the suitability of operational factors affecting the quality of work life of the Public Non-Profit Organization personnel.

Sequence	Model	β	t	collinearity Statistics Tolerance	VIF
Model 1 Fixed Value		-1.021	-6.258		
Association with Colleagues		1.127	26.978	1.000	1.000
Model 2 Fixed Value		-1.297	-8.159		
Association with Colleagues		.906	17.703	591	1.693
Organizational Communication		.296	6.754	.591	1.693
Model 3 Fixed Value		-1.480	-8.598		
Association with Colleagues		.836	14.622	.465	2.151
Organizational Communication		.266	5.941	.554	1.804
Organizational Commitment		.147	2.643	.538	1.858
Model 4 Fixed Value		-.578	-2.343		
Association with Colleagues		.826	14.932	.464	2.153
Organizational Communication		.183	3.942	482	2.073
Organizational Commitment		.366	5.255	323	3.099
Job Responsibilities		-.326	-4.961	.549	1.822

**Consist of statistical significance at .01
Note: Maximum Eigen Value of all 4 Models = 1.989, 2.976, 3.968 and 4.956

Table 3 Analysis of the Model of operational factors affecting the quality of work life of the Public-Non-Profit Organization personnel.

	Model 1	Model 2	Model 3	Model 4
Fixed Value	-1.021	-1.297	-1.480	-.578
Association with Colleagues	1.127	.906	.863	.826
Organizational Communication		.296	.266	.183
Organizational Commitment			.147	.366
Job Responsibilities				-.326
R^2	.677	.714	.720	.738
S.E.	.452	.425	.421	.408
F	727.812**	45.623 **	6.988**	24.612**
p-value of F	.000	.000	.009	.000

**Consist of statistical significance at .01

DISCUSSION

According to the findings of this research, the researcher brought thee points to discuss the results as follows:

1. According to the findings of this research, the overall operational factors of the Public Non-Profit Organization personnel was at a high level. If considered individually in each aspect, the results were high in all aspects. The first aspect is Job Responsibilities. The second and third aspect are Association with Colleagues and Organizational Commitment respectively. This means people who work together in a way that is collaborative, coordinative and creative in order to achieve effective goals with satisfactory results. People in the organization have a good understanding of one another as well as cooperate, coordinate, help, share and forgive each other. It is an important factor in driving personnel to be willing to try to do good things for the organization for the benefit of the organization as well as have a strong desire to remain as an organization personnel to work effectively and lead to the effectiveness of the organization respectively. Lastly, Organizational Communication which means creating understanding and culture as well as being able to create stability to the organization. It is a tool that helps to build relationships between executives and personnel to achieve mutual understanding. In particular, the opportunity for personnel at different levels to participare in the management of the executives, which shows that the operational factors of the personnel in each aspect have a needs, importance and clearly affect the operation of the organization. This is correspond to Theory of Needs of Klatt , Murdick and Schuster, 1985 cited in Kanchanasuda Pengphu, 2019) which describes the quality of work life as meeting the basic need of the employees to create a good working environment and reduce stress from work. In addition, employees are satisfied with their works and personal life as well as organizational effectiveness due to the well-being of the employees.

2. According to the findings, regarding the quality of work life of the Public Non-Profit Organization personnel, it was found that the overall picture was at a high level. If considered individually in each aspect, all exceptions at the final level were at the moderate level. Firstly, your organization has a health check for personnel at least once a year to make personnel know their health status and be a good image for the organization. Secondly,your supervisor supports you in your pursuit of career advancement. That is, in the operation of the personnel of the organization, there is support from the supervisor to make the personnel progress well and there is also a supervisor to support and encourage. The support from the supervisor will increase the confidence of the personnel in the line of work. Moreover, your organization has a good system for the safety of life and property of personnel. That is, the safety of the organization's workplace in all aspects of the workforce will have a positive impact on the work efficiency of the personnel as well as the confidence in their organization, which is consistent with Chonlapatson Sittiwarongchai and Prasopchai Pasunon (2015), who mentioned that operational safety is an important component of quality of life. Furthermore, if the quality of life in the field of operational safety is taken care of and developed for the better condition, the employees will have a better quality of life and satisfaction in their works. (Monpisut Bunto, 2011) Lastly, the compensation you receive is adequate for the current economic conditions. This means there should be consideration of wages or salaries to suit the qualifications, education level, difficulty of work, throughput, or areas that require specialized expertise. In addition, there should be an effective and reliable assessment of the work performed by personnel in order to adjust the higher compensation. This includes giving fairness to the payment of bonuses or allowances as appropriate for personnel, which demonstrates that if personnel have good working life and high commitment to the organization, they will be able to live with the organization for a long time and thus improve the efficiency and productivity of the

organization even better. The researcher wants to study the level of quality of work life and the level of organizational commitment of current working personnel. The researcher found that the quality of good work-life factors influencing organizational commitment is important and can explain the persistence of personnel without migrating or leaving the organization. The organization can be utilize the quality of work life in strengthening and enhancing employees' quality, competence as well as satisfaction and engagement with the organization. Including as a guideline for the development of human resource management in order to reduce the problem of resignation of personnel and make employees loyal to the organization. Moreover, employees are enthusiastic about their works and enhancing the quality of their working life as well as improve the potential of taking care of personnel. Furthermore, enhance the quality of life of the employees and reach the needs of the employees to increase the efficiency of the organization and affect the achievement of the organization's success goals. This is correspond to Greeberg and Baron's theory, 1995. (cited in Chalermkwan Meksuk and Prasopchai Phasunon, 2017) The theory states that the quality of work life has a great effect on work. That is, it creates a good feeling for oneself, a good feeling of work, and a good feeling for the organization. In addition, it also promotes mental health and help to progress. There is self-development to be a quality person of the organization. It also helps to reduce the problem of absence, resignation, and accident as well as promote good products and services both in quality and quantity. The quality of work life affects the organization in three ways. Firstly, increase work satisfaction. Secondly, create a sense of commitment to the organization and reduce job change rates. Thirdly, resulting in higher productivity and increasing organizational effectiveness such as profitability and achieving corporate goals. Therefore, improving the quality of life of personnel at work is one of the important things.

3. According to the hypothesis test, the model of operational factors affecting the quality of work life of the Public Non-Profit Organization personnel is Quality of Work Life -.578 + (.826* Association with Colleagues) + (.183* Organizational Communication) + (.366* Organizational Commitment)+ (.326* Job Responsibilities) which can explain the increase in quality of work life to 73.8 percent with the standard deviation in forecasting at _(+).408. This demonstrates that there must be a good quality of work life in order to make the personnel in the organization to work at their full potential. Therefore, improving the quality of work life has a direct impact on the work of the personnel because they are the most important resource to the organization. In addition to quality of work life, organizational commitment is another factor that affects the organization. In other words, if an organization is able to create love, attachment or a sense of belonging among employees, it will make people desire to continue to be a member of the organization by dedicating their ability to work to their fullest potential. This is corresponding to the research of Chalermkwan Meksuk and Prasopchai Phasunon, 2017 which states that if employees have good working life and high commitment to the organization, they can stay with the organization for a long time and thus increase the efficiency and productivity of the organization. The researcher wants to study the level of quality of work life and the level of organizational commitment of current working employees. The researcher found that the factor of good quality of work life affecting organizational commitment is important and can explain the existence of employees without relocating or leaving the organization. The organization can utilize this in strengthening and enhancing employees' quality, competence, and satisfaction and engagement with the organization. Including to serve as a guideline for the development of human resource management to reduce the problem of resignation of employees. Moreover, make employees loyal to the organization, enthusiastic in their work as well as enhancing the quality of working life. Furthermore, improve potential in employee care, the quality of employee life and reach the needs of employees in order to increase the efficiency of the organization which will affect the achievement of the organization's success goals.

SUGGESTIONS

1. Suggestions obtained from the use of the research results are as follows:

1.1 From the research results, it was found that there were mostly personnel with work experience in the range of 2-5 years. The organization should strengthen the organizational commitment to the personnel to increase continuously so that the personnel of the organization shall continue to work with the organization in the long term.

1.2 The organization should promote the quality of work life in respect of the compensation you receive to meet the current economic situation, taking into account the current living and economic conditions in order to provide personnel with a better quality of life.

2. Suggestions for the next research are as follows:

2.1 This research investigated the operational factors affecting the quality of work life of the Public Non-Profit Organization personnel by using 5 elements which consist of Job Responsibilities, Organizational Communication, Association with Colleagues and Quality of Working Life. Therefore, regarding the study of operational factors affecting the quality of work life of personnel, there should be additional studies in other areas such as the common value of the organization for further improvement and development.

2.2 This research used questionnaires as a tool to collect data with sample groups in the Public Non-Profit Organization in order to obtain information 5 elements of quality of life. Therefore, in future research, other tools or methods may be used to collect data to gain in-depth information as well as to collect sample data from other organizations for comparison.

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HUMAN RESOURCE MANAGEMENT AFFECTING JOB SATISFACTION OF SMALL AND MEDIUM – SIZED ENTERPRISES EMPLOYEE IN BANGKOK

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ABSTRACT

The research aims to study 1) human resource management and job satisfaction and 2) human resource management affecting job satisfaction of small and medium enterprise employees in Bangkok. A survey questionnaire was a tool for data collection. 400 samplings were collected from the employee of SMEs in Bangkok. Data analysis was based on descriptive statistics including frequency, percentage, mean and standard deviation; and inferential statistics including Independent Samples stepwise multiple linear regression at the significance level of .05.

The results showed the opinions of human resource management including recruitment and selection, performance appraisal and compensation influenced job satisfaction at significance level of.05. All of them could predict achievement about 90.4. The results to improve work effectively and as a guide to the development of the organization.

Keywords: Human Resource Management, Job satisfaction, Small - Medium Enterprises

INTRODUCTION

Organizational development must be able to bring the organization into the balance between economy, society and the environment toward the sustainability organization. (A.Alkaff, 2016) Small and Medium Enterprise or SMEs are one of the business units that are important to Thailand's economy, with small and medium-sized enterprises at the heart of the support industry helping to stabilize the entire industry as well as being an economic unit that creates jobs, creates careers, accounts for 83.9 percent of the country's total employment. (Office of Small and Medium Enterprise Promotion, 2018) The organization will develop and grow according to its goals, depending on the work of the personnel in the organization. If people in the organization have changed their way, you can change the organization's system. Being late for work Because of today's unstable economic and political conditions. As a result, many organizations need to change their organizations to be able to operate. (Sutira Atsawasaiwiroon, 2019)

High potential human resources are one of the driving factors driving the organization's transition to organization of excellence, as well as an important administrative factor. Organizations go well into the success of that organization because humans have knowledge. They have the ability, intellect and ability to develop their potential without limitations, and there are no tools or technologies that can replace humans. (Ornpawee Chulaiyanon, 2016) Small and medium-sized enterprises must also focus on personnel management in order to be able to select employees who meet the tasks responsible for reducing turnover rate of workforce at operational and high levels organize environments hygienic work. There are facilities to operate, payout, rewards and welfare to maintain quality personnel with the organization will result in the production of quality products and services. Reduced operating costs Entrepreneurs and customers are more confident and satisfied with their products and services. (Timothy S. Hatten, 2015, p. 27)

So, the importance of human resource management to satisfy employees' willingness and dedication to achieve their goals, so they are interested in studying " Human Resource Management Affecting Job Satisfaction of Small and Medium - sized Enterprises Employee in Bangkok " including 4 human resource management elements: recruitment and selection, training and development, performance evaluation, and remuneration and benefits and 4 job satisfaction elements: respected areas. The nature of the work performed, the progression of the job and the stability of the job, and the relationship of supervisors and colleagues. To be used as a way to improve work effectively and as a guide to the development of the organization.

Objective

1. To study human resource management and job satisfaction of small and medium enterprise employees in Bangkok.
2. To study human resource management that influences the job satisfaction of small and medium enterprise employees in Bangkok.

Hypothesis

1. Human Resource Management has a positive influence on the job satisfaction of small and medium enterprise employees in Bangkok.

REVIEW OF RELATED LITERATURES

4.1 Human resource management

To concluded that human resource management refers to the process that executives have to think about. Recruitment, selection, maintaining, training to help employees increase their efficiency, reduce the risk of missteps, and have assessments every year to consider promotions or salary adjustments for employees, and indispensable is that the compensation that employees must receive must be appropriate compensation for their positions or burdens.

The human resource management element is divided into 4 areas, focusing on each process, whether on the human side and outcomes. (Ivancevich, 1999) as follows:

1. Acquiring human resources consists of equal work opportunities, human resource planning, Job design and analysis, international domestic recruitment International Domestic Selection
2. Rewarding human resources consists of performance evaluation, remuneration, Benefits & Services
3. Developing Human Resources Includes training, development, professional planning.
4. Maintaining and protection human Resources consists of: labor relations and safety, health and appraisal performance.

4.2 Job Satisfaction

Job Satisfaction refers to environmental factors such as compensation, promotion opportunities, advancements, supervisors, and colleagues, which influence the perception of a person's job. Job satisfaction is also caused by environmental factors such as management patterns. Policies and procedures, related groups of work environments, as well as benefits and rewards. Job satisfaction correlates with job performance. The study was conducted by employees of islamic banks in Bandarlumpung, where employees were satisfied with their jobs based on the work ethic of Muslim employees, and from internal motivations, both affected their satisfaction with their assignments. (Keumala Hayati & Indra Caniago, 2012)

So, Job satisfaction refers to the sense of thinking, good attitude of the workers towards the organization, and if a person receives a response to the needs of the organization, it will create morale in the work and be happy to work, thus resulting in effective and effective work for the organization.

RESEARCH METHODOLOGY

A questionnaire is constructed for surveying Human Resource Management Affecting Job Satisfaction of Small and Medium - sized Enterprises Employee in Bangkok.

5.1 Population and sample

The samples are 400 the employee in small and medium-sized enterprise, Bangkok. So the population is large and the exact population is unknown. Therefore, the size of the rubber body can be calculated from the unknown formula of W.G. Cochran, with a 95 percent for reliability and a 5 percent tolerance level.

5.2 Research Tool

This research is quantitative research. The closed-ended questionnaire is used as the research tool that constructed from the framework conceptual about human resource management affecting job satisfaction. The measurement from section 2 to 3 of research instrument is linker scale questionnaires that rate to 5 levels. They were divided into 4 sections:

Section 1 the closed - ended questionnaires about demographic characteristics: gender, age, education level, salary level, as a checklist item.

Section 2 the closed - ended questionnaires about the human resource management in order to collect quantitative data to measure the level of opinion about the human resource management.

Section 3 the closed - ended questionnaires about the job satisfaction in order to collect quantitative data to measure the level of opinion about the job satisfaction.

Section 4 questions regarding the problems and obstacles of human resource management and job satisfaction.

5.3 Assessment of research tools

Content Validity along with Index of Item - Objective Congruence (IOC) is used to test the tool. The results show that the IOC of the questionnaire was between 0.67 and 1.00 meaning that the questions are consistent with the research objectives. The reliability of the research tool is tested with Cronbach's Alpha Coefficient. The results show that the reliability of each aspect of questions was 0.90 more than 0.70, meaning that the tool is highly reliable.

5.4 Statistics of analysis data

The statistics used in data analysis are percentage, mean, standard deviation. For the data collection, the sample is 400 the employee in small and medium-sized enterprise, Bangkok. Descriptive Statistics along with percentage, mean, standard deviation and multiple regression are used to analyse the data.

RESULTS

Most of the small and medium-sized enterprise employees are female, mostly in the 26-to-40 years old, mostly undergraduate, salaried, mostly below 15,000 baht.

Human Resource Management As a whole When considering the aspects, human resource management was found to be all aspects are at a high level follow as: performance appraisal, compensation, training and development and recruitment and selection respectively according to Table 1

Table 1: Average and standard deviation of human resource management

Job satisfaction	Statistics		
	$\bar{x}$	S.D.	Level
1. Recognition	3.69	.700	high
2. Job characteristics	3.68	.698	high
3. Advancement and Job security	3.56	.694	high
4. Relationship with supervisors and colleagues	3.82	.723	high
Average score	3.69	.663	high

All factors include relationships with colleagues, recruitment and selection, training and development. Performance evaluation and remuneration Influencing the job satisfaction of small and medium-sized enterprise employees was found to have a correlation of no more than .90% (Tabachnick, 2007) As a result, all independent variables in this research do not have a multicollinearity All independent variables can be used to analyse multiple regression. (Table 3)

Table 3: Correlation coefficient between human resource management influencing job satisfaction

Factors	**Z**	**X_1**	**X_2**	**X_3**	**X_4**
1. Z	1				
2. X_1	.872**	1			
3. X_2	.883**	874**	1		
4. X_3	.892**	865**	.901***	1	
5. X_4	.903**	.799**	.799**	.801**	1

**significant at .01

The Predictive Equation could be constructed in Unstandardized Score, and Standardized Score by Stepwise technique as follows: human resource management influence job satisfaction = 0.116+ (0.408 * compensation) + (0.365 * performance appraisal) + (0.223 * Recruitment and Selection) It can explain 90.4 percent of small and medium-sized enterprise employees' job satisfaction and a forecasting standard tolerance of ±.208. (Table 4)

Table 4: Analysis human resource management influence job satisfaction model

human resource management influence job satisfaction	**Model 1**	**Model 2**	**Model 3**
Constant	.836	.226	.116
Compensation	.793	.460	.408
performance appraisal		.500	.365
Recruitment and Selection			.223
R^2	.815	.895	.904
S.E.	.287	.217	.208
F	430.411**	412.845**	300.996**
p-value of F	.000	.000	.000

CONCLUSION

The findings of human resource management, with a high level of overall recruitment and selection in training and development. Performance evaluation and remuneration are at a considerable level, showing that human resource management is very important for employee performance. It is a positive management of work that benefits the organization, which human resource management will give the organization a clear structure. Quality personnel are involved in working within the organization, making the operation more efficient. Affects growth, progression Organizational Security to be consistent Mondy, Noe and Premeaux (1999) and Panida Ninaroon and Viroj Jadesadalug (2017) Studied the potential of managing foreign workers Effectiveness of human resource management and operator performance in Ranong Overall, the potential level of handling of migrant workers was high, and the overall level of efficiency of human resource management was also very high. Demonstrating the potential level of management of migrant workers is connected to the effectiveness level of human resource management.

The findings, Job satisfaction of small and medium enterprise employees as a whole. The nature of the work, the progression of the job and the security of the job, and the relationship with the supervisor and friends is very high. It shows that small and medium-sized enterprise employees have relatively high job satisfaction. This allows employees to meet their goals. This results in self-esteem and also pays compensation that suits employees' workloads and competencies. As a result, employees are satisfied with the fairness and equality of the executives to be consistent Siriporn Meksuwan (2017) to study on the operational satisfaction of teachers at Pathumkongka School under the Office of Secondary Education Area District 2 finding: "satisfaction" feels or attitudes that are good for fulfilling their obligations and responsibilities with love, enthusiasm for work, trying to work hard to achieve their goals and achieve their best performance. In line with the research of Yosanan Onsunthud (2018), we studied the motivation and satisfaction that affected the performance of 4-star hotel employees in Bangkok and metropolitan areas. The results showed that the motivation and satisfaction affecting the performance of 4-star hotel staff in Bangkok and metropolitan areas was significant.

Based on the findings, hypothetical tests, human resource management variables It was found to be associated with the job satisfaction of small and medium-sized enterprise employees in three areas: compensation, performance appraisal and recruitment and selection. It shows that human resource management influences the job satisfaction of small and medium-sized enterprise employees because human resource management is at the heart of how organizations can drive in a good way. The organization itself must have a clear management system. There is a clear sequence of procedural plans, and indispensable is to provide human resources in the organization with job satisfaction. There's a love of the organization. Engagement to reduce or eliminate resignation problems or workplace problems to be consistent Wipaporn Upathumchart, (2015) to study Employee satisfaction with human resource management of large family businesses: A case study of beverage manufacturers and distributors found that employee satisfaction with human resource management of large family businesses was high.

SUGGESTIONS

8.1 Recommendations for applying

1) Human Resource Management Based on the findings, the organization's recruitment system is the least average aspect, perhaps because the organization does not have very clear regulations. Employees are able to work in an unqualified job and inequality in employee selection should develop a recruitment system or modify the system to have clear procedures. The relevant committees have been set up or the job description have been defined.

2) Based on the findings, human resource management is associated with employee job satisfaction in three areas: remuneration. The organization should have a policy to encourage each aspect to be more satisfied. As for the non-correlation, training and development, the organization should be able to correct the employees to be more satisfied with their work, such as providing more training. This makes employees feel that the organization cares, ready for them to increase their knowledge in other areas of interest.

8.2 Recommendations in the future research

1) Should be studied human resources management models from the entrepreneurs sampling in small and medium sized Enterprises.

2) Should be studied to influence the job satisfaction of small and medium-sized enterprise employees, such as command, supervision, incentives and needs.

Acknowledgment

The authors would like to thank the Research and Development Institute and College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand for the support.

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WORKING FACTORS INFLUENCING PERFORMANCE EFFICIENCY OF EMPLOYEES IN DUSIT, BANGKOK

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ABSTRACT

The purpose of this paper is (1) to study Working Factors Influencing Performance efficiency of Employees of Employees in Dusit, Bangkok. (2) to study the work factors which have an influence on the efficiency of the operations. Amount 340 people received 340 questionnaires equal to 100 percent. Then use the questionnaires to analyze and process them with

a statistically ready-made program to find the statistics. Such as the number, percentage, average, standard deviation, standard deviation, High value, minimum value,Pearson's Correlation Coefficient,Creamer'sV coefficient,Tolerance,variance inflation factor and stepwise multiple regression analysis statistics by specifying Statistics at level 0.01

The researchers found that (1) 340 people, mostly females aged 36-59 years old and above, have a bachelor's degree and average monthly income in the range of 30,000 baht or more.

(2) The factors in the work, as a whole, are very high. First, human relations. After all, the working environment. And on-the-job security. Finally, morale, remuneration and benefits.

(3) Employee performance at a very high level. First, the quality of the work. Second, on the speed of work.

Keywords: Working Factors / Performance Efficiency/ TOT Public Company Limited

INTRODUCTION

In modern times, Thailand has changed many aspects, including the environment, economy, society, politics, culture and other related factors. Both the public and private sectors have turned their focus to human resource management. The company focuses on effective management of personnel within their organization. For personnel to meet the organization's goals and objectives.(Takornsak Prommasaka na sakonnakorn,2014).The effective performance of employees within the organization is the behavior expressed both qualitatively and quantitatively, which is due to both internal and external factors of the organization affects the behavior of employees in the organization in achieving their objectives (Nimnuan Tongsan ,2014). Therefore, organizations should study the factors that affect the work of employees within the organization to find ways and methods for ensuring that people have attitudes and behaviors that promote effective performance to be effective for the organization in the form of quality and quantity as the organization has set its goals. This will make the organization stable in economic, political and political conditions. Environment and technology are changing rapidly. Performance in operations is generally indistinguishable from effectiveness in operations because operations can't be effective. If in The operation is ineffective. At the same time, the efficiency of the organization, in addition to considering resources such as people, money, materials, is an import factor and the productivity of the organization it's about achieving your goals. As an open system organization, there are also factors which can be summarized as follows kathawut prommayon (as cited in Nimnuan Tongsan ,2014) Said: (1) If the working environment of the organization Low redundancy system or is there certainty Regulations are established work practices of the organization thoroughly. It's certainly going to lead to more organizational efficiency organizations with a highly complex and complex work environment or uncertain. (2) Establishing clear procedures to increase the visible performance. Resulting in greater efficiency. (3) Visible performance is associated positively with performance.(4) Clear regulations and visible performance are more correlated. For greater efficiency than individual variables alone. It is also believed that it is also believed that the work of the organization can be seen. and there are relationships in the performance of the organization because which organizations can experiment and choose the code of conduct, which rules of conduct and performance will influence performance. As mentioned above, researchers are interested in studying factors that influence employee performance. In this study, the researchers aim to add alternatives to organizations that are interested in improving. Change or develop organizations to be more efficient.

The results of this study will be useful as information that can be used as a way to improve and improve employee performance and benefit. Chief Executive of the Company to be aware of the significant level of factors affecting employee performance, which will lead to success and achieving the objectives and goals of the organization to further improve the performance of employees.

Objective

1. To study the level of factors in the work and performance of employees in Dusit, Bangkok.
2. To study the factors in the work that influence the performance of employees in Dusit, Bangkok.

Hypothesis

Factors in the work influence the performance of employees in Dusit, Bangkok.

Review of Related Literatures

4.1 Theories of Motivation

The theory of motivation is based on the assumption of satisfaction, which means that each person is motivated to focus on what they are comfortable with. As a result, the theory of motivation must at least be considered for job satisfaction (Onsuda Dusitrattanakun,2014).

4.2 Herzberg’s two-factor theory

Herzberg (as cited in Nuanphan Bunyarit, 2015) Herzberg’s two-factor theory is a motivational theory. It proposes that factors in work are related to job satisfaction and dissatisfaction or, it means that working in principle by the owner will try to satisfy the employees. This satisfaction is concluded that a person will have the need for a separate, independent job based on two factors: (1) Motivator factors it is a factor directly related to the task or it can be said that it is the factors that stimulate the work environment that pleases a person. And incentivize individuals in the organization to work more efficiently. Most of these factors are related to the assembly of various activities, which are 5 factors: (1.1) Achievement means that a person can complete their work and achieve well. The ability to solve problems, knowing how to prevent problems from happening, and when they are successful. There is a great sense of satisfaction in the success of the work. (.12) Recognition means to be respected by the supervisor or by the person in the agency, as well as to praise the congratulations. Encouragement or expression of acceptance of competence. (1.3) Work it self means a tasks that challenge abilities or work on creative initiatives, innovate, are unique tasks that require unique abilities to work. (1.4) Responsibility means the satisfaction arising from being assigned to take full responsibility and responsibility not too much control over the lack of independence to work. (1.5) Advancement means to get moved up. Promote higher positions and have the opportunity to learn more or receive training. (2) Hygiene factors are a fundamental factor that is necessary for everyone to be responsive it is a preliminary factor to prevent people from being dissatisfied with their work.These factors are mainly related to the work environment that prevents dissatisfaction in the job and maintains that there are seven factors for individuals working in the organization: (2.1) Company policies and administration means management and management of the organization, which must have a clear policy. There is a division of work that is not redundant, fair. (2.2) Supervision Refers to the ability of the commander. Command in operation or administrative justice, including having knowledge, ability to solve problems, providing work advice to subordinates. (2.3) Relationship with supervisiors Peers and subordinates mean a good relationship with each other. Able to work together and have an understanding of each other, whether modal or verbal, expressed. (2.4) Salary means compensation, benefits, or effects. The benefits are suitable for the work done. (2.5) Working condition refers to the physical condition of the work, such as lighting, sound, air, working hours, as well as equipment or tools used in the operation. (2.6) Job security refers to a person's feelings towards work security. Organizational stability or professional sustainability. (2.7) Status mean, the profession is respected by society with dignity.

4.3 Concepts and theories relating to operational efficiency

Peterson & Plowman (as cited in Arkkaradate Maichan ,2017) Has given harring Emerson a similar idea and summarize four performance elements: (1) Quality of work must be of high quality, the manufacturer and the user are cost-effective and satisfied the performance is accurate, standardized, fast. Benefit the organization and satisfy customers or service providers. (2) Workload the performance of the work is the appropriate amount as specified in the plan or the goals laid down by the company time management is planned to achieve the specified target workload. (3) Time Is the time required to operate according to the principles suitable for modern work. Developed techniques to work more conveniently and quickly. (4) Costs economical use of financial resources, people, materials, technology and minimal losses. In conclusion factors in work influence performance because work factors mean feelings, thoughts or attitudes, satisfaction of people or groups of people in the organization that can influence the operation resulting in the completion of the work.

RESEARCH METHODOLOGY

This research is exploratory research. To study the factors in work that influence employee performance. The following steps are followed

5.1 Population and sample

The sample group used in this research was 2,060 employees. The sample size was calculated from the population proportion using Taro Yamane's formula, 1970, 335, but the researcher used 340 questionnaires to collect this data. Discrepancy.

5.2 Research Tool

The tools used in this research are questionnaires created by researchers based on studies of concepts and theories from relevant research. The questionnaire is divided into 4 sections as follows:

Part 1: Demographic characteristics

Part 2: Factors in the workforce that influence employee performance

Part 3: Performance of employees

Part 4: Feedback on factors in the workforce that influence employee performance

5.3 Assessment of research tools

(1) Study information from relevant documents and research. (2) Create a questionnaire that covers the content you want to study. (3) Present the created questionnaires to the research consultant for further review and recommendations for improvement in incomplete sections. (4) Complete the questionnaire as suggested by the research consultant. (5) Lead an updated query to determine the accuracy of the content.The reliability of the research tool is tested with Cronbach's Alpha Coefficient. The results show that the reliability of each aspect of questions was.726

RESULTS

340 employees, mostly female, aged 36 and over, have a bachelor's degree and average monthly income in the range of 30,000 baht or more .

Table 1: Average and standard deviation of Factors in operation

Factors in operation	Statistics		
	$\bar{x}$	S.D.	Level
1. Job security	3.90	.624	high
2. Morale	3.89	.763	high
3. Working environment	3.96	.727	high
4. Relationship with supervisiors Peers and subordinates	4.15	.847	high
5. compensation, benefits	3.44	.723	high
Average score	3.86	.763	high

Factors in operation are very high, first in relationship with supervisors Peers and subordinates, second to working environment and job security respectively. Last section morale and sides compensation, benefits according to Table 1

Table 2: Average and standard deviation of Performance

Factors in operation	Statistics		
	$\bar{x}$	S.D.	Level
1. Speed of work	3.86	.834	high
2. Quality of work	4.12	.626	high
Average score	3.99	.664	high

Employee performance, visually, is included in the large level. First, quality of work, second to speed of work.

Table 3: Correlation coefficient between factors in the workforce that influence employee performance

Factors	Z	X_1	X_2	X_3	X_4	X_5
.1Z	1					
.2X_1	.424**	1				
.3X_2	.616**	.653**	1			
.4X_3	.428**	.496**	.665**	1		
.5X_4	.683**	.456**	.574**	.351**	1	
.6X_5	.298**	.370**	.376**	.365**	.229**	1

Significant at .01

Z	Replace	Employee performance
X1	Replace	Job security
X2	Replace	Morale
X3	Replace	Working environment
X4	Replace	Relationship with supervisiors Peers and subordinates
X5	Replace	compensation, benefits

3. All factors include Employee performance , Job security, Morale , Working environment ,Relationship with supervisiors Peers and subordinates and compensation, benefits . Found no more than .80 correlations (Stevens, 1996) .As a result, all independent variables in this research do not have a multi-factor relationship (Multicollinearity). All independent variables can be used to analyze step-by-step multiplication regression (Stepwise Multiple Regression Analysis).

Table 4: Analysis subjects of work factors that influence employee performance model

Employee performance	**Model 1**	**Model 2**
Constant	1.786	1.122
Relationship with supervisors Peers and subordinates	.546	.393
Morale		.332
R^2	.467	.542
S.E.	.376	.349
F	296.057**	199.161**
p-value of F	.000	.000

4. A working factor model that influences an employee's performance are factors in operation

= 1.122+ (.393* Relationship with supervisors Peers and subordinates) + (.332*Morale)

52.4% of performance can be described. The standard deviation in forecasting is equal to ± .349

DISCUSSION

1. Based on the findings, the factors in the work are overall very high Job securit, Morale, Working environment, Relationship with supervisors Peers and subordinates and compensation, benefits. This indicates that the level of working factor is high and the factors in the work are very important. For the operation because to perform the task, there must be an incentive or incentive for the worker.To be satisfied with the work this is in line with the

research of Panida Nil-Arun and Prasopchai Phasunon (2015). Study Subject Factors affecting the performance of academic support personnel, Suan Sunandha Rajabhat University .Research has shown that this research aims to study each aspect of factors that affect performance. (1) Operational levels, environmental factors, and performance are high. (2) There are 5 factors that affect the performance of personnel: Duty, Job Description, and Relationship with supervisors Peers and subordinates, working environment. Significantly at the level

0.05. It predicts a percentage of its performance 50.1 in line with Research by Nimnuan Thongsaen (2014). Study Subject Factors affecting employee performance Cosmetics Business Group In Pathum Thani Province. Research has shown that factors affecting the performance of cosmetics business employees in Pathum Thani Province. In Pathum Thani province, about work expectations overall, it's very level. It consists of: Working environment, Relationship with supervisors Peers and subordinates , Compensation, benefits , Relationship with supervisors Peers and subordinates and Job security.And it was found that the samples had the highest level of overall performance. All aspects are correlated with overall performance in the same direction, which has a moderate level of correlation. Statistically significant at the level 0.1. The most related aspects are: Relationship with supervisors Peers and subordinates.

2. Based on the findings, the performance of the employees, with a high overall level of speed and quality of work. Shows that employees are performing at an advanced level. Able to meet the objectives and meet the goals of the organization. The work is correct. Quality meets standards and is fast at the scheduled time. In line with the concept of Peterson & Plowman (2017). There are 4 performance aspects: (1) The quality of the work must be of high quality,Benefit the organization and create customer satisfaction.(2) The workload must meet the agency's expectations. There is an appropriate quantity as defined in the scheme. (3)The time it takes to operate must be appropriate. Developed techniques to work more conveniently and quickly.(4) The operating costs are suitable for the job and the method is to invest less and make the most of the profits.

3. Based on hypothetical tests, The factors in work that influence employee performance the most are (1) relationship with supervisors Peers and subordinates, which can explain how employees and their subordinates bond with each other. to trust There's help, understanding, sympathy. It leads to operational harmony, and the work is also more potent. (2) Morale is a stable and reliable organization that is well known and well-known, affecting operational efficiency. In line with Orsuda's research Dusit Rattanakul (2014). Learn about factors that affect the performance of personnel. Ministry of Agriculture and Cooperatives. The results showed that personal factors, engagement, teamwork, and job progression were very good.

SUGGESTIONS

(1) Organizations should focus on job security, Morale, Working Environment, Relationship with supervisors Peers and Compensation & Benefits. Because all aspects of the working factor are mostly already at a high level therefore, the level should be maintained as standard. And all aspects of work remain both motivational and driven in employee performance. This results in employees having potential and continuously improving themselves. Organizations should promote morale. Activities or policies that can generate morale for employees should be organized. It produces a sense of satisfaction and motivation to perform the work of employees in the organization.

(2) This research is just exploratory research by using query help as a survey tool. Therefore, an in-depth interview method should be used to obtain more false information. Other factors that influence employee performance should be studied. Such as the shared values of the people in the organization.

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RESEARCH ON THE INNOVATIVE PATH FOR STRATEGIC MANAGEMENT OF ENTERPRISES IN THE DIGITAL ERA

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ABSTRACT

In the digital era mainly driven by data, the underlying logic of enterprise strategic management has gone through profound changes, such as the growth rate, value acquisition mode and concept of affecting enterprises. Strategic management of enterprises is facing unprecedented new challenges. Given that, many enterprises urgently need to solve the backward strategic management concepts, outdated frameworks, inefficient capabilities and other digital transformation problems. Therefore, digital concept and technology should be integrated into enterprise strategic planning, management framework, organizational model, marketing strategy, etc. The continuous improvement of digital management ability for enterprises is beneficial to construct a strategic management system suitable for the digital economy.

Keywords: digitalization; enterprise strategic management; competition.

Under the social background of digitalization and networking, the competitive environment and running style of enterprises have undergone profound changes. Enterprise strategic management inevitably tends to digital transformation, which is closely related to internal management, user demand change, business model innovation, information technology development and other factors. Therefore, it is necessary to investigate the new challenges and ideas of strategic management innovation from the perspective of the competitive environment and pattern of enterprises in the digital era.

1. Digital transformation of enterprise strategic management is an inevitable trend

At present, human beings have entered a new digital era with data-driven as the core. In the digital era, the underlying logic of enterprise strategic management has undergone profound changes. Great changes have taken place in enterprises, such as growth rate, value acquisition method and strategic management concept, facing unprecedented new challenges. Obviously, backed up by the digital era, the transformation of enterprise strategic management is an inevitable trend.

1.1 National strategy requires the digital transformation of enterprise strategic management.

In 2015, the State Council put forward a series of digital strategies, such as the Internet plus action plan, cloud computing strategy and big data strategy. The 19th National Congress of the Communist Party of China clearly pointed out that digitalization is the key factor to promote the transformation and high-quality development of manufacturing industry. In 2018, the state proposed new infrastructure with 5G base station, big data center and artificial intelligence as the core. At the same time, the 2019 government work report clearly proposes to strengthen the new infrastructure. In 2020, after the new crown epidemic, 5g technology, precision medicine, Internet of things, big data and other digital technologies have played an important role and further promoted the prosperity and development of the digital economy. In addition, with the escalation of the Sino US trade war, the United States sanctioned Huawei, Hikvision and other Chinese high-tech enterprises. China’s 5G technology, artificial intelligence, big data technology and other strategic new industries have been targeted as key areas to promote the upgrading of China US science and technology war. The above facts highlight the importance of national scientific and technological strength and innovation ability. Obviously, the digital industry and economy are important driving forces for China's economic transformation and development, which have been deeply embedded in the national development plan and strategy. In the face of national strategic requirements, enterprises should comply with the development requirements of the digital era and promote the digital transformation of strategic management.

1.2 Economic transformation requires digital transformation of enterprise strategic management

After the subprime crisis, China has gradually entered a new normal of backward economy with excess capacity and insufficient advanced production capacity. To this end, the Party Central Committee proposes to eliminate backward production capacity through supply side reform and develop new economy and new business forms through scientific and technological innovation. In the context of this transformation and development, the extensive development mode relying on low labor cost has come to an end. Technology, knowledge, innovation and management have gradually become the internal driving force of economic development. The profound change of China's economic development mode and driving force is greatly changing the living environment of enterprises. Many new challenges are put forward for strategic management. Enterprises that cannot meet the needs of digital economy and high-quality development will inevitably be submerged in the fierce market competition. Therefore, enterprises should establish the concept of digitalization and Internet thinking. At the same time, we should promote the digital transformation of strategic management. Leading by Internet and big data, enterprise production factors are integrated to promote more advanced development mode. [1]

1.3 Market competition forces the digital transformation of enterprise strategic management.

In recent years, due to the rapid improvement of China's manufacturing capacity, problems such as insufficient capacity, commodity shortage and supply shortage have been gradually solved, entering the seller's market stage of excess capacity and insufficient demand. Many industries are facing stock game, and the internal competition of while industry is increasing. In this case, the competition mode of emphasizing quantity, light quality and relying on the expansion of production scale is not suitable for the development of the times. Obstacles are placed in front of the survival and development of enterprises. Affected by the deterioration of international trade environment and the increasing downward pressure of domestic economy, many traditional manufacturing enterprises are trapped in the lack of core competitiveness, poor product sales and rising production costs, and even close to bankruptcy. In this case, enterprises should establish the concept of digitalization, promote the digitalization transformation of strategic management, and help out of difficulties.

2. Defect of digital transformation of enterprise strategic management

In the digital era, the production, marketing and business models of enterprises have undergone profound changes. For example, e-commerce, live sales, intelligent manufacturing, intelligent management, etc. are widely used in business activities and promote the digital transformation of enterprises. The traditional way of business operation and management has been greatly changed, while many enterprises are facing the problem of digital transformation of strategic management.

2.1 Backward strategic management concept

In China, the development of complete industries is not synchronous. Many traditional manufacturing industries still face the problems of low technology content, backward management concept and low production efficiency. In the digital era, the digitalization of strategic management has become an unavoidable obstacle for enterprises. As an important measure of enterprise management transformation and technology upgrading, the development trend of economic networking, digitalization and intelligence is still under recognized. The digital concept of strategic management is weak. For example, many enterprises treat the digitalization of strategic management with the fluke mentality of watching from the shore. There is a lack of courage. In addition, the digital economy is a very personalized and user-centered experience economy. However, due to the lack of user experience thinking, many enterprises cannot develop development strategies from the perspective of market demand and user experience. In addition, the extensive and simple management mode and standard also restrict the digital construction of enterprise strategic management. [2]

2.2 Obsolete strategic management framework

From the perspective of macroeconomic pattern, China is transforming from industrial economy to digital economy. The strategic management environment of enterprises is undergoing profound changes. The traditional rigid management thinking, pyramid management structure and hierarchical management mode are gradually not suitable for the needs of enterprise strategic management, which has become an important shackle restricting the improvement of enterprise management effectiveness. However, many enterprises only develop online business and establish a flat management system without construction in line with digital economy. For example, many traditional enterprises still use pyramid management structure for internal management, and strategic decisions need to go through several management levels to be communicated to the lowest level employees. It has not kept up with the development of the digital era. In addition, online economic development and business model change are intensifying, while product upgrading and market competition are changing at any time. Enterprises are required to have flexible decision-making mode and fast feedback mechanism to deal with market competition and competitors' challenges at any time. However, the strategic management framework of many enterprises is too old and only depends on the management and decision-making level. Ordinary employees and middle and lower level managers have no way to play creativity, resulting in low efficiency of strategic decision-making.

2.3 Insufficient strategic management ability

In the digital era, many enterprises lack of strategic management talents and capabilities. Adhering to the traditional business management and product marketing mode, they do not know how to promote the transformation of enterprise strategic management. For example, many enterprises have a misunderstanding of digital strategic management. Digital thinking cannot be integrated into the production, management, finance, marketing and other aspects of the enterprise. Enterprises will only promote the surface of online marketing and management informatization. Big data thinking is still not used in user analysis, process optimization, strategic planning and other aspects, which leads to the lack of in-depth digitalization of enterprise strategic management. In addition, many enterprise managers lack of digital thinking, including e-commerce, big data, live sales, cloud computing, etc. It is normal to carry out enterprise management by simple and direct rigid management means, without knowing how to stimulate employees' initiative and creativity. These also delay the digital transformation of enterprise strategic management. For example, in the context of live delivery, electronic payment and online economy, many enterprises realize that the traditional strategic management mode has come to an end. However, they still haven't opened the door to promote the digitalization of enterprise strategic management. [3]

3. Path of enterprise strategic management innovation in the digital era

Nowadays, the digital economy and 5g technology, which are the first echelon in the world, have created good conditions for the digital transformation of Chinese enterprise strategic management. However, due to the lack of Internet thinking and digital concept, many enterprises cannot integrate digital thinking and technology into their strategic planning, management framework and organizational model. The transformation and development of enterprises lack of stamina. Therefore, to cultivate and improve the digital management thinking of enterprises is conducive to guide and build the corresponding strategic management system.

3.1 Cultivate the concept of digital strategic management

In order to realize the digital transformation of strategic management, the first decision is whether the enterprise has Internet thinking and digital concept to integrate big data thinking into all aspects of enterprise strategic management. Therefore, it is imperative to guide and face up to the competition environment, macro-economy, business model} to develop the correct strategic management concept of enterprises. Enterprises should adopt advanced technologies such as Internet and big data to optimize production and value chain. Raw material purchase, warehousing and logistics, production process, business management and other links are integrated to improve the enterprise's inventory management, order processing, personalized production and other capabilities. In addition, digital concept and enterprise strategic management should be deeply integrated. The digitalization of enterprise strategic management is reflected in technology, concept, method and management. Therefore, enterprises should use user thinking, flow thinking, cross-border thinking, digital thinking to promote production process reengineering, organizational management innovation, business model reconstruction, etc. The strategic management system that adapts to the transformation and development and digital economy should be established. For example, user thinking promotes the transformation of enterprise marketing strategy. The strategic management mode which is user-centered and personalized is established. Under the strategic guidance of rapid iteration, Lean Innovation and fine management, enterprises are activated to innovate production, management and business model. Internet thinking and fast thinking are used to analyze market competition and industrial boundaries. Finally, the innovation of product content and service mode is promoted.

3.2 Build a flat organizational management structure

In the digital and networked business environment, the traditional pyramid organizational structure is becoming more and more inefficient in the aspects of information circulation speed, enterprise decision-making efficiency, enterprise internal communication, staff subjectivity and so on. The above content has been unable to adapt to the changing business model, competition mode, users' demand and product iteration. Therefore, enterprises should innovate organizational structure, improve management mode and build flat organizational structure and management mode. Remove the barriers of management level and internal communication as much as possible to improve the response speed of enterprises to market competition, product iteration and user demand. Great efforts should be made to promote the digitalization of organizational management. Tiktok, WeChat, QQ, jitter and other network platforms can be used for internal management to enhance communication efficiency. In addition, in the digital era, every enterprise is facing the digital transformation of strategic management. However, enterprises have different business models, management concepts and staff quality, so they can not implement a unified strategic management model. Therefore, the enterprise should explore the strategic management mode suitable for its own development. Haier, the leader of home appliances, actively explores the innovation of strategic management mode, and constructs the "integration of human and order" mode combining employee value and customer value. On this basis, the enterprise has also built a digital management system, intelligent production plant, etc. [4]

3.3 Establish digital operation and management mode

In the digital era, enterprises should use the Internet and big data to optimize their industrial chain and value chain. Enterprises should promote innovation in R & D, organization, production, sales and service modes. The new digital business management mode is urgent to be built. The first is to establish a digital quality management system. Digital technology is used in quality information collection, production quality control, quality problem tracing, quality data analysis and other links. The whole process of product and service quality is managed digitally. In addition, enterprises should promote the innovation of marketing concept and mode. The marketing system with user as the center and interaction as the means should be built. For example, technologies such as big data technology and computer algorithm can be used to collect user information, profile users and analyze user experience. User experience centered marketing management strategy is formulated to achieve accurate marketing. In addition, we should build a personalized production management system centered on user experience to improve the user comfort and satisfaction of enterprise products or services. For example, under the guidance of user experience, enterprises should carry out product research and development and promote production mode innovation. In Lean Innovation and rapid iteration, the customer satisfaction of products is improved to achieve personalized customization. [5]

3.4 Improve the strategic management ability of the enterprise

The digital era puts forward higher requirements for the strategic management ability of enterprises, but many enterprise managers lack of digital thinking and strategic management ability, which directly restricts the transformation of enterprise strategic management ability. Therefore, enterprises should strengthen the construction of strategic management talent team, improve the internal management of enterprises, improve the digital level of strategic decision-making and achieve accuracy. For example, enterprises should cultivate a group of professionals with internet thinking and information management knowledge to support daily management informatization and digitalization. Enterprise managers should have a deeper understanding of big data technology and Internet thinking. The accumulated data of production, product and sales can be used to build a scientific and reasonable digital strategic decision-making model. The digital strategic decision-making ability of enterprises has been improved. In addition, enterprises should provide digital tools to analyze market demand, competition pattern, user needs, management loopholes, etc. The strategic management process of an enterprise is constantly optimized to improve its adaptability to market competition and transformation. Finally, enterprises should establish flexible management thinking and people-oriented concept. Ideological communication, interest guidance, cultural edification and other ways can be used to stimulate the creativity of employees, improve the strategic implementation ability of enterprises and improve the efficiency of internal management. For example, enterprises should establish scientific salary mechanism and promotion mechanism to improve employees' sense of identity on strategic management concept. [6]

In the era of digitalization and intelligence, the environment, tools and methods of strategic management of enterprises have undergone profound changes. Digital technologies such as cloud computing, electronic payment, live delivery and information management are gradually popularized. The concept of digital strategic management has been deeply rooted in people's hearts. Therefore, enterprises should conform to the development trend of network and digitalization, promote the digitalization transformation of strategic management, and build a strategic management system that adapts to digital economy, cross-border competition, and user experience first.

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INNOVATIVE MODELS FOR COLLABORATIVE DEVELOPMENT OF KNOWLEDGE-SHRING AMONG SMEs

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ABSTRACT

Knowledge sharing is the basis of collaborative innovation, and collaborative development, as an important component of China's innovation system, is important for promoting knowledge progress, the use of scientific and technological achievements, small and medium-sized enterprises as a stabilizer of society, playing an important role in promoting employment and developing the economy. SMEs are the most active and promising group in innovation. This paper defines the special characteristics of SMEs as a group of enterprises, and in this regard, proposes to use knowledge-sharing as a channel for SMEs to realize innovation concepts and growth and development, and to establish an innovation model of collaborative development with external individuals, organizations and related industrial chains through an effective cooperation mechanism, so as to improve their own innovation efficiency and promote rapid development of enterprise.

Keywords: SMEs, knowledge sharing, collaborative development, innovative models

INTRODUCTION

At the turn of the second century, SMEs account for more than 95 %of the total number of enterprises in China, with 75% of the country's workforce and more than 50% of the country's gross national product. SMEs are not only the most economically dynamic group in our country, but also an important part of our national economy. SMEs are the most dynamic and promising group for innovation. SMEs have a higher propensity to innovate compared to large firms, and several studies have shown that although large firms undertake most of the incremental innovations, they are highly dependent on external innovators and SMEs for major innovations. Most of these SMEs are characterized by a high degree of flexibility and are able to quickly take advantage of new technologies and produce innovative products that can be marketed at low cost. Statistics show that since the reform and development, 65% of patents, more than 75% of technological innovations and 80% of new products are created by SMEs.

China's SME management has the following characteristics: 1.relatively few practitioners, simple organizational structure, easy to implement instructions, easy to cooperate with the internal, sensitive to market information.2. SMEs are small in size, flexible mechanism, relatively simple business, small investment, relatively low management costs, easy to adjust their business in response to market changes to meet the urgent needs of the market.3.SMEs are generally more common in the form of partnership or family form, organizational structure and functions are diluted.4.SMEs management system is not sound, strong arbitrariness, lack of standardized processes in the management.

Facing a complex and changing market environment and the increasingly fierce market competition, large and medium-sized enterprises rely entirely on their own strength in technology development, product development to achieve competitive advantage in the efficiency is increasingly difficult to guarantee their advantage of competitive strength.Therefore, SMEs will be overwhelmed by a serious shortage of intellectual resources, development cycles and high development costs. In this case, we assume that SMEs can build a collaborative development and innovation model of knowledge sharing by building a channel with external open links, so that SMEs can make use of external knowledge resources to make up for the shortage of their own intellectual resources, continuously improve the level of knowledge and innovation, so as to enhance the advantages of market competition and provide a certain theoretical foundation for their innovation activities.

LITERATURE REVIEW

Knowledge is fundamental to innovation in business, and knowledge itself is exclusive, Polanyi argues - there are two kinds of knowledge in a person: one that can be expressed in writing, words, etc., which is explicit knowledge, and one that cannot be expressed, which is implicit knowledge. Nonaka（1995） explores Polanyi's view of knowledge in depth, arguing that tacit knowledge is highly personal knowledge, deeply rooted in the act itself and in the environment in which the individual lives, such as a process or expertise, a specialized technology or product market, the business activities of a work group or team, etc. S.Tamer Cavusgila（2004）etc. validate the important role of tacit knowledge in the creation of corporate knowledge and the successful development of new products, noting that tacit knowledge sharing can enhance an organization's ability to innovate, reduce innovation costs and improve innovation performance.

Knowledge sharing is the transformation of the explicit and tacit knowledge of organizations, teams and employees within an organization into the knowledge wealth of the organization through various means of sharing for the organization or other members of the organization [1].Nonka (1994) identified knowledge sharing as the first stage of knowledge innovation [2].He argues that an organization or community by itself does not create knowledge, but only when the wealth of knowledge possessed by its members is shared, discussed and analyzed collectively can the organization's or community's capacity for knowledge and innovation be stimulated. One of the most critical factors in the innovation process is knowledge sharing. According to Zander (1995), knowledge innovation is a dynamic process in which both tacit and explicit knowledge are constantly at work [3]. Members of an organization or community must clearly articulate the new knowledge they acquire, and combine this new knowledge with existing knowledge. New knowledge is created only when it is aggregated and combined and shared with other members. The conduction of knowledge sharing is from inside-out in the order of private knowledge, public knowledge, shared knowledge and then the reverse [4]. From the above statements of related scholars, it is easy to see that when an enterprise faces a complex problem, if it cannot solve the problem with its own knowledge alone, It is difficult to achieve knowledge breakthroughs and value enhancement, will turn to external support, need to rely on external knowledge sharing to inject new knowledge into the enterprise, the enterprise knowledge innovation needs to absorb knowledge from knowledge sources, and then internalized into new knowledge within the enterprise, through integration, innovation and enhancement, to achieve enterprise innovation knowledge [5]. Most of the scholars analyze the value of knowledge sharing mainly from the perspective of enterprise clusters, the main ways in which knowledge sharing in enterprise clusters. From formal collaborative projects and informal inter-individual and inter-organizational networking activities, the creation of new knowledge in the process of collaboration is achieved and Knowledge transfer. Knowledge sharing outside the enterprise mainly refers to the market environment in which knowledge is shared on the premise of not compromising the enterprise's proprietary knowledge. A kind of learning and exchange knowledge network established between enterprises, between enterprises and customers, suppliers, distributors and other social organizations, such as supplier network, customer network, expert network, partner network, etc., to achieve a balance between supply and demand of knowledge by bridging the knowledge gap, Thus, the utilization and effectiveness of knowledge can be improved, and the overall competitiveness of enterprises can be enhanced [6]. Scholars believe in the importance of external knowledge sharing, agree that the role of knowledge sharing in organizations and enterprises, focusing on internal knowledge sharing, that is, organizations and enterprises through the external knowledge, absorption of the final internalization of individuals and organizations within the enterprise, and then there is internal knowledge to support the development and innovation of enterprises. By adopting a collaborative approach to technological innovation between firms and other firms or organizations, firms internalize external knowledge to achieve knowledge sharing and knowledge complementarity, thus improving their knowledge innovation capacity [7]. R ICHARD and PIERPAOLO proposed a knowledge management technology. which can realize knowledge sharing based on information and communication technology, such as online knowledge base, intra-(inter-)-enterprise Internet, personal blogs, online technical forums, etc. Its core components are risk analysis, the update of knowledge management processes and the analysis of strategic knowledge capabilities, which can be used to eliminate knowledge silos within the enterprise, and promote knowledge sharing and knowledge innovation within the enterprise.

3. Analysis of knowledge-sharing and collaborative innovation models in SMEs

SMEs are sensitive to opportunities and threats arising from changes in the external environment and can respond quickly to such changes by using effective communication mechanisms, and with the introduction of Internet+ in 2015, SMEs are an important vehicle for Mass entrepreneurship, mass innovation. SMEs play an irreplaceable role in increasing employment, promoting economic growth, promoting scientific and technological innovation and maintaining social harmony and stability. so SMEs are limited by their own size. Diversified technological capabilities and a lack of core competencies compel SMEs to "leveraging" and seek external forces across borders to collaborate and innovate.

3.1 Knowledge sharing is a prerequisite and foundation for effective collaborative innovation activities.

It is of great practical significance to strengthen knowledge sharing in collaborative innovation ": on the one hand, it helps enterprises to integrate knowledge resources, reduce R&D costs and risks; on the other hand, it helps enterprises to acquire silent knowledge, enhance the benefits of collaborative innovation and enterprise value [8].

3.2 Knowledge sharing is the most important avenue and purpose of collaborative innovation for SMEs.

In order to effectively enhance the innovation efficiency of SMEs, knowledge sharing, as a new innovation activity, organically combines information sharing and knowledge fusion to accelerate the effective mobility of knowledge dissemination and realize innovation value sharing. Some experts see knowledge sharing as the transfer of knowledge, or the flow of knowledge between different individuals, organizations. This means that knowledge sharing is the process by which members of an organization (teams, individuals) exchange knowledge with each other, receive it, and this process is influenced by the other knowledge and experience of the members [9].

3.3. Environmental analysis of knowledge sharing in SMEs.

When an enterprise faces a complex problem that cannot be solved by its own knowledge and is difficult to achieve a knowledge breakthrough and value enhancement, it will turn to the outside for support, and needs to use external knowledge sharing to inject new knowledge into the enterprise, to provide fresh blood and knowledge platform for internal knowledge innovation, and to become a demander of knowledge.

3.3.1 Promoting knowledge-sharing

The precondition of collaborative innovation is the sharing and dissemination of knowledge. Through knowledge sharing, the tacit knowledge assets of enterprises can be activated and the positive feedback of knowledge network among enterprises can be realized, so as to obtain the synergistic effect. and create a sustainable competitive advantage. But knowledge sharing is selective sharing, for members involved in the core competencies of the knowledge should be shared, to determine whether the benefits of knowledge sharing game.

3.3.2 Increasing the level of trust between collaborative enterprises

Trust is an interdependent relationship between individuals based on their judgment of each other's reliability and their willingness to take risks for it [10]. Trust reflects the reliability of a collaborator's commitment. The breakdown of cooperative relationships between cooperating enterprises is often due to a lack of trust between them, so it is important to develop a sense of trust between cooperating enterprises, creating a cooperative atmosphere of mutual trust is the key to achieve knowledge sharing among collaborative enterprises. Zaheer's study proved that trust facilitates knowledge sharing by reducing the transaction costs of knowledge sharing [11].

3.3.3 Establishment of reciprocal mechanisms between enterprises

Due to the complex composition of co-innovation subjects and the differences in development goals and ideas among them. Therefore, under non-competitive conditions, the reciprocal mechanism between firms is that organizations expect themselves to share knowledge or resources when in the future they have Knowledge or resources can be actively shared by others to meet their own needs when they are needed [12]. Reciprocity emphasizes a moral responsibility, and when motivated by this moral responsibility, organizations will be more willing to actively share knowledge. The establishment of a reciprocal mechanism facilitates knowledge sharing between organizations.

4. The construction of an innovative model of collaborative development of knowledge sharing in SMEs

Collaborative innovation of small and medium-sized enterprises is a form of cooperation in sharing resources, technology and knowledge, which is conducive to promoting the progress of knowledge, technological research and development and the application of results. Collaborative innovation is a new feature of science and technology innovation, and at the same time, it is the new requirement of the development of the times. At present, many significant scientific and technological innovation achievements are realized through the collaborative innovation of inter-enterprise intelligence sharing.

In the SME collaborative innovation system, SMEs themselves, through knowledge accumulation and knowledge strengthening, and related enterprises continue to carry out knowledge integration, interweaving and penetration, forming multi-level just alliances, which is also a very single form of collaboration in the SME collaborative innovation. SMEs have moved away from targeted dissemination through a single channel in order to accelerate their own innovation and increase the productivity that innovation brings. Therefore, adopt an open attitude and build a knowledge sharing network, this network is an important way to achieve collaborative innovation in SMEs. The collaborative process allows for the creation of new knowledge on the one hand, and the sharing and transfer of knowledge between subjects on the other, enabling the organization to Knowledge is enriched and developed. The purpose of open cooperation among SMEs is to gain access to knowledge that they lack, to supplement their access to financial resources, to diversify risk and to expand social capital. Networking resources, reducing costs, etc. For SMEs it is more important to acquire new knowledge and technology through R&D cooperation. Thus, a diversified knowledge sharing mechanism can be realized.

4. 1. Synergistic development of innovative entities

The innovation model of collaborative development of SMEs as subjects is based on the premise of knowledge sharing, SMEs based on strategies with Suppliers, purchasers, industry members, organizations outside the industry, as well as featured universities, research institutes, government, and third-party organizations strive to pass the Knowledge sharing, solidarity and cooperation to form a collaborative innovation and development platform with shared interests of multiple subjects. By adding the main factor of sharing platform, it has a new open innovation model that is more open, democratic and participatory, forming ecological symbiosis system. The government has a coordinating, supporting and supervisory role in the process of collaborative innovation; third-party institutions are those that specialize in providing professional, advisory, and Intermediary organizations for communication management, after-sales service, etc., whose main function is to play a coordinating and supervisory role; collaborative innovation platforms can open up Organizational boundaries, engaging and sharing multiple actors, etc. (figure 1)

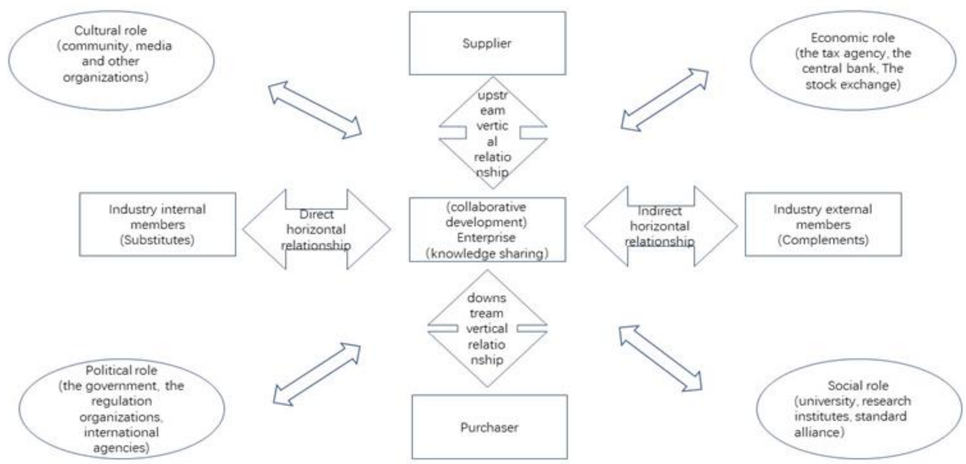


figure 1. ecological symbiosis system

Thus SMEs and external resources can establish the following types of collaborative development models for knowledge sharing

1. The relationship between formal and informal cooperation with outside individuals.

2. Direct or indirect horizontal relationships or peer or upstream/downstream relationships with related organizations or because of the need for complementary interests. Establish a collaborative development model between vertical relationships.

3、Establish ecological thinking in the industry, join the industrial ecological chain, and establish an ecological cooperation model with large enterprises through knowledge sharing. （as follows: Model 4.3.1）

4.2. Motivation for collaborative development of innovation

Collaborative innovation based on knowledge sharing in SMEs is a major span of modal innovation for strategic development. The motivations are (a) reduce the cost of innovation. How can SMEs, which by their very nature have low output due to inadequate investment in innovative technologies, resources, finance and talent, reduce the cost of innovation? Effective collaborative innovation through shared platforms is key to development. (b) Efficient allocation of resources. Small and medium-sized enterprises effectively optimize the allocation of resources in an ecological symbiosis, even when goods, data, materials, services, and knowledge and technology are available. It is a platform operation and management model that realizes shared channels, such as the following. Enhance the symmetry of information, realize the efficient circulation of resources, share information and data services through the platform, and provide customers with professional and Individualized and customized services to improve the efficiency of resource allocation. (c) Enhancing positive social benefits. Through knowledge sharing, SMEs can rapidly improve their innovation capacity, while sharing resources with a large number of producers and consumers. Mutual exchange and cooperation to promote industrial creativity; in a knowledge-sharing model that meets the needs of sustainable SME development. The demand for this can lead to a "recycling type" of production and lifestyle.

4.3. Collaborative development of innovation platforms

SMEs in the eco-symbiosis system is conducive to the exchange and sharing of knowledge and technology within the platform, helping to establish equity between SMEs and large enterprises in terms of resources, which is key to innovation-driven strategies and strategic collaborative innovation development. In the knowledge-sharing model of collaborative innovation, organizations achieve transfer, interaction, internalization and continuous innovation [13], through complex activities, along with the mutual transformation of the externalization and internalization of knowledge, to amplify the spillover effects of knowledge and to achieve synergistic innovation of various types of resources and The sharing of information, and thus the effective allocation of resources.

4. 4. Collaborative development of the innovation process

SMEs build collaborative innovation models through knowledge sharing, which is the exchange of information and integration of resources in relevant Under feasible conditions, the process of solving problems and achieving results is transformed. Therefore, in the collaborative innovation model, the first thing is to identify the goals to be achieved by the collaborative innovation, and then to find useful resources in the shared knowledge. Information, technology and persons, enterprises and organizations interested in cooperation, leading to cooperation, which can be divided up and clear competencies. responsibilities, and work together with the operating mechanism of the shared resources to carry out collaborative innovation, and finally complete the translation and application of the results. In addition, knowledge sharing and collaborative innovation are interlinked, and when problems arise in one part of the innovation process, for example, innovation Any changes in goals or lack of careful allocation of authority and responsibility can be summarized and fed back to the platform through which the knowledge is shared The mechanism then communicates and coordinates the solution, thus constituting a complete collaborative innovation process.

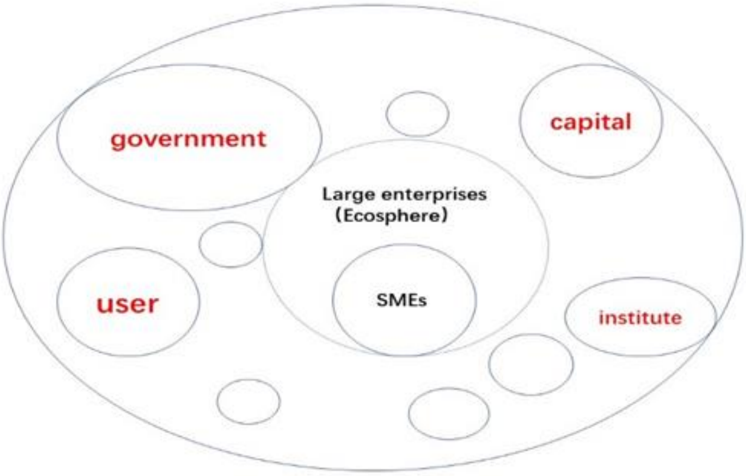
4. 5. Collaborative innovative development mechanisms

In the context of knowledge sharing, SMEs can take advantage of their keen insight, flexible mechanism and strong innovation to promote collaborative innovation among relevant subjects, motives, platforms and processes to establish an ecological symbiosis system, which is conducive to the integration of innovation resources and the improvement of innovation efficiency, as well as the optimization of industrial structure and the promotion of industrial transformation and upgrading.

5. Strategies for SMEs to implement collaborative innovation models of knowledge sharing

5.1 Focus on building a sharing center

The process of collaborative innovation is a dynamic process that is constantly changing, and the investment in resources, technology, and talent is also increasing with it, in order to make full use of the innovation resources in knowledge sharing, large enterprises can focus on creating resource sharing centers and formulate corresponding rules and regulations so that a relaxed atmosphere can be created among the participating entities to share the information and technology needed by the industry for a fee. SMEs should voluntarily and proactively in the industrial ecosystem, follow the platform relevant sharing management operation mechanism, policy guarantee mechanism and Coordinating mechanisms to leverage each other's strengths, with each type learning and exchanging knowledge and technology, and leveraging each other's strengths to create collaborative sharing centre. And achieve breakthrough innovation. (figure2.)



finger 2. Industrial ecologyLarge enterprises do ecology, small and medium-sized enterprises plus ecology

5.2 Promoting inter-firm connectivity

Through knowledge sharing, we encourage the flow of talents and cooperation in collaborative innovation. Based on the concept of cooperation spirit, enterprises use Internet technology to optimize the internal and external resources and business processes. Integration, the purpose of which is to achieve the full development and utilization of resources. Its essence is to break the various barriers and boundaries between resources (people, finance, materials, information and processes, etc.), so that they operate in harmony for the common goal, and through the efficient development, utilization and value-added of various resources, to fully realize the synergistic enterprise mutual benefit, win-win goals and strive for power【14】.

5.3 Strengthening innovation risk management

The innovation of most small and medium-sized enterprises has high requirements for technical specialization, and in knowledge sharing needs to be based on the Internet, big data, cloud computing and other information technology support, which determines the probability of risk occurrence in its collaborative innovation process is also high, the failure of technology in the process of research and development, inaccurate information docking or failure to accurately predict the market, resulting in the development of products that are not welcomed by the market, or even cause stagnation and so on. Therefore, a relative risk management mechanism should be established as a guarantee, and an effective system of communication and coordination and operation and management mechanism should be established to promote the development of the collaborative innovation model.

5.4 Establishment of effective market trading platforms and institutional safeguards

The transfer of knowledge takes place in a certain knowledge network environment. Due to the intangible nature of knowledge and the difficulty of evaluation, the management of the "knowledge market" is particularly important. Based on the assumptions of rational economists, knowledge sellers share their knowledge with other enterprises in order to obtain some form of benefits. Returns (e.g. more orders from downstream firms, some financial incentives, improved reputation of the firm in the supply chain, etc.). Likewise, the buyer of knowledge pays a price to learn and absorb the required knowledge, and also demands a return (e.g., an increase in production volume). (e.g., improve agility, enhance competitiveness, etc.)[15].Therefore, in order to prevent free-riding and cheating, the establishment of a third party knowledge manager or supervisor with residual claims and corresponding institutional mechanisms is an effective guarantee for knowledge transactions.

CONCLUSION

In this paper, we see the important role of SMEs in the development of market economy from their own potential advantages.However, to address the shortcomings of SMEs' innate development and how to compensate for them and maintain their proper position in the market, the author systematically analyzes the mode of collaborative innovation of SMEs in the diverse ecological pipeline of knowledge sharing.Through the discussion and analysis of relevant feasibility factors, the author demonstrates the innovation cooperation of knowledge sharing with other individuals and stakeholders outside the organization, and the ecosystem cooperation model of actively joining the ecological chain of industrial organizations by leveraging the advantageous resources and systems of large and medium-sized enterprises. SMEs are constantly striving for superior resources to rapidly contribute to their own growth.

However, the research based on SMEs only stems from the discussion in practice and the problems found in the literature, which lacks data and deserves further investigation and research and empirical analysis.

This paper mentions the establishment of a trust mechanism among collaborative enterprises, but how to create a property rights protection mechanism conducive to knowledge sharing among SMEs, to shape a good knowledge sharing culture mechanism, and to share tacit knowledge and other empirical knowledge as commodities. Whether it is possible to regulate the market through the process mechanism of collaborative innovation is subject to further research and discussion.

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CREATIVE PARTICIPATION LEADS TO THE STRENGTHENING OF THE OTOP NAWATWITHI COMMUNITY

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ABSTRACT

Thailand has faced various problems and obstacles in national development, one of the main internal problems is poverty, or people's income inequality. This causes the development of the country to be inconsistent. Thus, solving problems are not comprehensive in all aspects. This makes the problem not to be solved seriously and continuously. Therefore, the government must focus on strengthening the community, by creating a concept that demand driven local economy of pushing OTOP products out. Merchandising is in the community that comes from tourism because the tourism industry is a stimulus to the development of the community business from upstream, midstream and downstream, stimulating the community's economy, based on the concept of creative tourism where tourists can experience the charm of wisdom, way of life and culture. In addition, the community can induce job creation and income distribution, resulting in a stronger community and a sustainable happy society. "Nawatwithi" is created from this concept which combined "way of life" which is a tourism focused on promoting local wisdom. In this article, aims to present a guide to the creative participation process and apply the development of the OTOP community innovation in the context of tourism and emphasize the need for the process of constructive participation in OTOP community. The products and services are an innovative way to be a system and mechanism for distributing income and creating added value to the community for sustainable prosperity in the local area.

Keywords: Community strength, OTOP Nawatwithi, Creative participation process

INTRODUCTION

Thailand has faced various problems and obstacles in national development, both internal and external problems. One of the main internal problems is poverty, or people's income inequality. Including the political stability problem arising from conflicts of thought that are different. This causes the development of the country to be inconsistent, lack of clear problem analysis processes and solutions to government problems that focus on reforming the central public administration system, solving economic problems by raising taxes, focusing on control and law enforcement. As a result, solving problems are not comprehensive in all aspects and cannot solve the problems at the root cause. Therefore, the important approach is that the government must pay more attention to the strengthening of social capital by developing individual communities in the area in order to improve the quality of life of the people and lead to a more inclusive income distribution. The government sector has to provide opportunities for people to participate in solving community problems. By co- thinking, working together, making plans and making decisions (Prawet Wasi, 2013).

The 20th National Strategic Plan (2018-2037) sets goals that are to build competitiveness, focus on the development of the manufacturing and service sectors. To provide people with better quality of life and income. By focusing on the participation of all sectors under the philosophy of sufficiency economy. In such a situation, the idea was to change through the era of pushing OTOP products out of the community that is demand driven local economy. Encourage the development of community businesses from upstream, midstream and downstream As, job creation, income distribution and relocation of family members such "Navawithi" is created which combined "way of life" in which tourism promotes local wisdom. It is not to bring products that are unique to the community to be sold outside the community as usual, but to bring people outside to experience the way of life, learn about the culture, living, food, eating and tourist attractions of the community. (Department of Community Development, 2020).

This article aims to present a guideline for developing the strength of the OTOP Nawatwithi community. By using a creative participation process as well as suggesting academic ideas that will drive the concrete development towards sustainable community prosperity. The details are as follows.

1.1 Concept of development

Development was first introduced in the 19th century when the industrial revolution took place. It is a transition from human and animal labour to energy from technology such as machinery and engines. Occupation of people in society has changed from agriculture to industrial occupation. The way of production changed from subsistence to commercial production, housing changed from rural to urban and from natural to man-made environment. Economists use "develop" to describe the solution to the problems arising from the European Industrial Revolution, after which "develop" spread across the world. In general, it means to make progress, systematically creating a transformation from one condition to another. The

2525 edition of the Royal Academy Dictionary provides the meaning of "develop" that is to make progress (Royal Academy, 2002).

1.2 Strengthening the community management theory

Community is defined as coexistence in the same area of a member population with some relational or mutual interest. There is a framework, norm or regulation of the coexistence of the member population. A strong community is where community members have the ability to manage themselves continuously, have the ability to develop the capacity of people in the community to solve problems in various critical situations. The strength of a community is created by having common objectives, participation in thinking, collaboration, learning in action. Therefore, cooperation in the community will provide the potential to solve the Civility problem. However, being strong means not only the villagers, but also the organizations and agencies working in the same way.

The strength of a community means that people in the urban or rural community come together as "Community organization" is learning in the community, managing, solving problems with people in the community, and then changing or developing in the economic, social, cultural and environmental aspects, groups, clubs, cooperatives, companies, villagers' organizations, networks or others that represents cooperation and help each other for mutual benefit and with generosity to other communities in society (Rapiphat Suksomkasem, 2016). People and communities must be prepared by strengthening their stability as a base for solving all problems. There are government, agencies, non-governmental organizations and development partners both within the country and abroad, joining forces to strengthen communities to resolve their own problems. By encouraging and creating cooperative work processes, including creating an environment for the community to think, work together, learn to help each other, which will lead to sustainable development in the long term.

The Community Strengthening Subcommittee in the National Social Policy Committee defines the strong community's composition as follows (Kovit Puang-ngam, 2010), diversified individuals formally or not formally form a community organization, share goals and connect with each other in the public interest of members, self-reliance, caring for one another and local affection, community has freedom to think, make decisions, participate in and take part in responsibility. Moreover, efficiently mobilize community resources, learn, network and communicate in a variety of ways. In additional, ongoing community public events, managing diverse groups and good networks, and fostering successive community change leaders. A strong community is characterized as following: First, the people of the community are civil society conscious, realizing that they own community problems and are ready to go together to solve problems. Secondly, as a free-of-mind community, people can think and make decisions together without discord because the democratic consensus is by the majority. Finally, there are leaders who gradually create opportunities for people in the community to participate, a public forum has been organized to allow people to join with community leaders in solving problems.

However, the strengthening of the community depends on the participation process of the people, with each community developing to the strength of the community in various dimensions such as economic, social dimension. Including, the cultural dimension, natural resource and democratic dimensions. For the strengthening of communities, strength may only be developed in certain dimensions because the conditions and processes that lead to strength in each dimension of each community are different (Kovit Puang-ngam, 2010). Furthermore, the National Economic and Social Development Board (2019) describes the characteristics of a strong community as follows, members of the community have confidence in their potential and the community to solve problems and improve their lives. They also ready to work together to deal with their problems and the community, with a community process that is constantly moving into a community way, driven by community organization leaders in an open way for all members to get involved. Furthermore, all members participate in assessing the situation of the community, setting a shared vision, thinking, making

decisions, monitoring and evaluating community solutions and development through community processes. The community members also learn through voluntary participation. and there is a community plan that comprises the development of all aspects of the community that are self-reliant, beneficial to all community members and hope for sustainable community development. Additionally, reliance on external assistance is a dependency to ultimately enable the community to be self-reliant, not perpetual, and to have a network of cooperation with development partners which may be other villages / communities, local, government, non-governmental organizations, students, business and academics, in an equitable manner.

Cohen and Uphoff (1980) divides citizens participation into four types: Firstly, decision making, initiative decision making, policy decisions and action decisions may be decisions made during the initial period or during the implementation of the activity. The second, implementation, can take the form of project participation, providing administrative support, collaboration, as well as labour and other resource support. Third, benefits are jointly responsible for the outcome or contribution to the benefits occurring in all respects. The fourth, evaluation, is to jointly control and examine the performance and to solve problems that occurred.

1.3 Concept of the creative participation process

The Creative Participation Process, or AIC (Appreciation, Influence, Control), a method is developed by Organization Development: An International Institute (ODII) World Bank (2008) describes the meaning of the Creative Participation Process, or AIC that is a process of Appreciate, Influence and Control. Also, UNESCO (2006) defines the creative participation process in tourism activities as tourism that focuses on engagement and real experiences through participatory learning in art, cultural heritage and tourism. The unique features of the area in connection with the local people who own the culture. According to Richards and Wilson (2010) expand as an activity that draws on skills and expertise as well as traditions and presents it as a learning experience. Including, Self-development and internal transformation for creative travellers. However, the focus is that activities related to creative tourism must provide more opportunities for tourists to learn and experience the unique potential of the places to visit.

Furthermore, the Creative Cities Network conference in October 2006 is jointly redefined Creative Tourism as Creative Tourism is a tourism directed toward an engaged and authentic experience, with participative learning in the arts, heritage or special character of a place (Wurzburger, 2009). Richards (2002) summarises the definition of creative tourism as a form of tourism focused on the preservation of local arts and culture that allows tourists to participate in community tourism activities and the local products are promoted to the market in order to meet the needs of tourists. Binkhorst (2006), the issue of tourists is added that they create value in their travel experiences. Later, Richards (2010) give more meaning from the first meaning 2002 that creative tourism will focus on the preservation of local arts and culture in which the local products are promoted for the market. In order to meet the changing needs of tourists and solve tourism resource management problems.

Therefore, it can be summarized as a definition of creative tourism as a tourism focuses on the conservation of local arts and culture that allows tourists to participate in community tourism activities, creating value on tourism experiences for tourists to learn and know from their experience. It is also a tourism model that emphasizes the participation of local communities in tourism resource management and tourism design. Consequences, there is to generate income for the community which will lead to the goal of sustainable tourism further.

In addition, an important feature of creative tourism is that the tourism and the community have a strong connection between each other. There is a mutual cross-cultural and learning exchange, a deep cultural understanding of the community and tourism, experienced participation as well as the information exchange between each other and passing on the experience. The specific features of creative tourism are as follows: It is a tourism model that increases the skill of tourists, whose main products are cultural skills and experiences that happen from participating in tourism activities. It has been transformed from the sale of tangible to intangible tourism resources, shifted from high-cultural merchandise to daily cultural merchandise, and allowing tourists to participate in activities of local community. Finally, there is a distinct distinction in tourism resources to create a unique identity for tourist attractions.

In Thailand, the AIC process has been adapted by the Population and Community Development Association (PDA) in conjunction with the Thailand Development Research Institute (TDRI) for conducting workshops to development planning, team building, problem solving and cooperation. It is a brainstorming group in planning to determine operational direction, emphasizing value, open-mindedness to achieve learning and understanding equally. Therefore, it is used for studying the condition, needs, resources, and capacity of organizations and communities, in which the factors are following.

- A-Appreciation refers to build to have knowledge and understand of the community development projects about working conditions and problem of environmental projects by doing activity called ‘Self Learning
- Influence refers to the opportunity to present opinion together in order to provide the method to develop the environmental projects in community by activity called ‘What is it’

• C-Control refers to the members share the opinion in order to have an operational plan to reduce the factors of environmental problem by activity called ‘Blueprint for Change’

In this article, the AIC process is developed in the blueprint for change in community, where participants are able to develop and extend their own understanding of a situation and formulate actions that can have immediately applicable results of environmental policies in a community.

1.4 OTOP Nawatwithi community and creative participation process

The OTOP Nawatwithi community concept starts from the strategic planning conceptual framework in Thailand that focuses on building competitiveness in the manufacturing and service sectors to achieve sustainable development, life quality and good income (Department of Community Development, 2018). It also builds business competitiveness in the service sector, strengthen the community and the foundation economy and create the participation of all sectors under the philosophy of sufficiency economy (Bureau of Local Knowledge Promotion and Community Enterprise, 2017). Regarding to this condition, the idea is to change through the era of pushing OTOP products out of the community only to increase the channels for generating income on demand by selling products in the community from tourism. (Department of Community Development, 2018). Therefore, the development of

Nawatwithi is combined from "innovation" and "way of life" which is a tourism focused on promoting local wisdom, bringing people from outside to experience the way of life, learning by knowing the culture of living, food and tourism of that community (Department of Community Development, 2018).

The creative participation process is therefore a method that can be applied to the development of the strength of the OTOP Nawatwithi community. This allows for cross-cultural exchange opportunities, emphasizing the connection between tourists and local communities. It is believed that participating in the valuable community activities through the invitation of a ready-to-welcome community will help to truly remember, deeply impress the "spirit" of the tourism.

Raymon (2008) concept is applied in this article, in which concerning the use of constructive participation processes to develop the strength of the OTOP community. This concept is adapted to the context of Thailand as the following; Firstly, Business Development Context, it focuses on developing products and services of the community which accordance with the needs of the target audience. It also sets the development pattern link with the demand and supply of the business, for example, offering a unique travel experience to tourists. This is because, in the current state, it is found that tourism in Thailand has more problems in the supply sector than the demand sector, causing inequality in income distribution. Secondly, develop a strong community network to strengthen the identity or distinctive character of the area through organized events or creative atmospheres to attract tourists who want to experience, especially cultural heritage. Thirdly, policy implementation must be bottom-up, i.e., involve local citizens who are stakeholders in the management of creative tourism in the community in formulating problems and suggesting solutions or direct knowledge management service. This will generate the inherited social costs and make the development mechanisms effective. It is to bring local wisdom and culture to create added value based on knowledge base on Thai identity.

CONCLUSION

The strengthening the OTOP community concept, innovation through creative participation, is a model that uses creativity-led and community culture as a base to link the relationship with tourists in both production and consumption. It contributes to the creation of values both in tangible and intangible, unlike traditional tourism. The key is the participation of tourists who make recommendations for product development and interaction with the local community at the destination. The activities are organised in various ways, including creative thinking, fosters a shared experience for all stakeholders. It will be something that reflects the common experiences that arise from external interactions with internal reflections, especially with those that are happening around them. Besides, the creative participation process is a process that has the potential to empower and stimulate community acceptance, with a focus on the ideas and participation of members which base on equality. It is central where people who are all involved in the community come to think and work together as a workshop. The brainstorm ideas are used in planning for village development to create a development approach by the people. It is also the process which individuals, groups, listen to the opinions of others. Including, express common opinions, feelings, and values through conversation. Also, the responsibility to work together, talk to exchange knowledge and experience, brainstorming and presenting information are created an understanding of the problem situation in order to formulate a community and social organization development plan.

This article focuses on the issue that although Thailand has had a policy to develop a creative participation process for a period of time, but the relevant agencies are still unable to drive the policy into action in a tangible as it should be. This could be due to a number of important factors: public and community personnel, lack of knowledge and understanding of conceptual implementation, deep creative participation processes, and the scope of learning in the concept. Understanding is still only in certain communities because each community has different potential. In addition, the implementation of the community participation concept is lacking in clarity and it is just a process or a fundamental step in community promotion and development. There is the creative tourism development would not be successful without the integration of cooperation with stakeholders and the leadership of community management. By driving government policies that still face delays and are limited to the upper-level government agency structures. It also requires knowledge management mechanisms from both successful and failed community creative tourism developments to disseminate knowledge to other communities with potential and readiness. It is also used as a tool to formulate policy for the development of creative tourism in accordance with the area.

Cohen and Uphoff (1980), and Raymond (2008) concepts are applied to promote the constructive involvement of the community in order to achieve these goals, as following; First of all, all involved parties must be involved in decision-making. Then the process step is started with planning then organizing activities and measuring, evaluating success and monitoring the performance, and solving problems that occurred. From the results of the relevant research, the information is summarized in the same way that community participation is still at a certain level. Causing the lack of independence in operating as a result, it is dominated by the influential people in the area. Second, the government's policy and knowledge support always be a medium for cooperation and support for the full use of resources. Third, creating a conscience in the community to look at the common interests rather than the shared personal interests to be accountable for the outcome or the contribution that arises in all aspects.

Considering the situation of community strength development through the constructive participation process in Thailand, both at the policy level and the operational level, it is only in the early stages. This may require a network building within the community to distribute equal opportunities first. Therefore, each community is urged to adjust the product development model by creating value to meet the needs of tourists, taking into account the skills, craftsmanship and expertise of the community. In order to continuously have higher potential. However, it can be considered that there is a clear direction of development due to the lack of innovation and value added to products and services. Therefore, the vast local social and cultural capital could not be fully utilized which is similar with Phuriwat Dechum (2013) that inequality in income distribution of the community, lack of knowledge and understanding of culture. There is an obstacle to the development of the strength of the community through the creative participation process. At the same time, tourism products are copied in other areas for business profit regardless of their consistency with the identity and wisdom of the local society. This creates competition among communities, making the value of tourism products of Thailand not high or attracting as many quality tourists as it should be. In addition, tourists are confused about their identities in each area, although tourism products are not completely substituted, but there is a disadvantage that they can easily be copied. It can be seen that the similar tourism products are commonly seen, such as touring programs, floating market attractions Thus, Uniqueness and Differentiation are a preventive measure and allows tourists to identify the characteristics of each community. As a result, tourists can come back several times in pursuit of a more in-depth travel experience.

For this reason, an issue of recommendation on the strengthening of the OTOP Community and Strengthening Business Innovation concept are presented in this article which based on Raymond (2008) concept that focused on the development of community products and services, in accordance with the needs of target tourists. By creating development patterns in accordance with the demand and supply of businesses, such as offering unconventional tourism experiences to tourists, promoting participation in product development activities and interaction between tourists and local communities like inseparably. As well as to increase awareness of tourists in connection with themselves, society, culture and environment. This is because in the current state, tourism in Thailand has been found to face more problems in the supply sector than the demand sector. Moreover, resulting in injustices in the income distribution of the community, enhancing cultural and intellectual values. This includes responding to the needs of tourists effectively, focusing on both local and non-local experiences. Presenting creative ideas that express themselves through sharing information and sharing tourism experiences on social media can be widely perceived and beneficial to the development of the strength of OTOP communities Nawatwithi with a truly creative participation process.

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METHODS OF TEACHING GUANGXI'S CAIDIAO FOR MIDDLE-SCHOOL CURRICULUM

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ABSTRACT

as an important intangible cultural heritage of China,Caidiaois an important part of Guangxi traditional national culture and has important historical and cultural value. In the modern society where, traditional culture collides with modern culture, oriental culture and western culture blend, the protection and inheritance ofCaidiaoare faced with many difficulties. This paper holds that it is an effective way to spread and inheritCaidiaoin contemporary society and bring it into middle school curriculum teaching.

Key words: Caidiao Strategy The middle school curriculum

INTRODUCTION

I. Background and presentation of issues

Modern industrial civilization impacts the cultural tradition of traditional farming civilization. How to protect, inherit and spread the traditional culture of farming civilization has become an important research field in academic circles. Culture has the essence of subject. The essence of this essence is production, because man is productive, that is, practical, and culture is only the product of practice. For the protection of Guangxi color tune, its purpose undoubtedly points to culture. So, where is the cultural bearing of the traditional Guangxi color opera? To be sure, it is undoubtedly a farming civilization. This point, in the transition of contemporary society, has become an agricultural cultural heritage. In this way, promoting the inheritance of agricultural cultural heritage is very important for the protection of Guangxi color tune. The preservation of Guangxi color tune lies in the support of heavy farming civilization. Without these, there will not be so many traditional operas left today. At present, under the condition of modernization transformation, some cultures of farming civilization have gradually become agricultural cultural heritage, which is a change.The protection of Guangxi color tune should be understood in connection with its agricultural cultural heritage, that is, the realization of inheriting Guangxi color tune must be considered from the inheritance of agricultural cultural heritage.

As an important intangible cultural heritage of our country, color tune is an important part of our traditional national culture, especially in Guangxi, and has important historical and cultural value. In 2006, the drama was listed as the first batch of national intangible cultural heritage. Color tone is the traditional cultural expression of Guangxi people from generation to generation and closely related to the life of the masses. It is an important carrier of Ba Gui culture. It plays an important role in our understanding of the political, economic, cultural,

historical and life of Guangxi and its unique cultural value, aesthetic orientation, daily life, folk customs and customs. Color tune is a folk, mass local opera art. Local opera art is the crystallization of folk wisdom and local knowledge, the carrier of endless human culture, created by folk, with a deep foundation of life and rich flavor of life. As Guangxi folk opera, color tune is an important carrier of Guangxi regional culture. Local opera and regional culture are inseparable. Local opera is formed on the fertile soil of regional culture, and it is also the reflection and embodiment of regional culture. We do not recognize the folk inheritance strategy. Only by understanding the art of opera in regional culture can we understand the cultural connotation and aesthetic characteristics of local opera more deeply. Only by understanding regional culture through local opera can we really cut into the core of a culture. Truly understand the essential connotation of the Guangxi regional culture. In modern times, the spread and inheritance of color tone is also faced with cultural conflict and cultural integration, traditional culture and modern culture, oriental culture and western culture game. People have realized the irreversibility in the process of cultural change. Whether it is the change, change or transformation of culture, the specific elements of music culture, the characteristics of music culture, the form of music culture will change quickly or slowly even in the relatively stable cultural environment or mode, even when the overall cultural model has not undergone fundamental changes, Will also experience their own changes. This change is everywhere and everywhere, it is in the comfortable, silent, imperceptible daily life with the loss of time and desalination. The difficulties faced by Guangxi color tune in folk inheritance are as follows: folk troupe is difficult to survive, lack of sufficient operating funds, audience market shrinks, audience is mostly middle-aged and elderly, it is difficult to attract young audience; Guangxi color tune opera actors are middle-aged and old, lack of young and love Guangxi color tune new generation inheritors, so that Guangxi color tune difficult to continue the crisis. Color tune, as a local folk opera art form in Guangxi, has a set of self-made folk communication behavior and action strategies in civil society. However, This set of behavior and action strategies are artificially obscured in the field of modern education and lose their due legitimacy.

Therefore, Guangxi color tune is brought into the school education system, and it is a new way to spread and inherit color tune in school education. However, although many schools have introduced color as a school-based curriculum, it is a modern way of behavior of curriculum view. In the process of school inheritance and dissemination, there are some problems in curriculum system. It is necessary to consider its curriculum concept, strategy and behavior again from the perspective of postmodern curriculum view. When the color tune enters the school education, where is the commonness and difference between its folk inheritance and school communication? When Guangxi color tune is brought into school education, where is its subjectivity? These questions are worth thinking about. Guangxi color school is only regarded as a part of the curriculum, which is the manifestation of hegemonism in the school curriculum system. Although we have accumulated a lot of experience as college teachers, how to carry out the transformation between experience accumulation and theoretical cognition? Therefore, under this background, I carried out a study on the curriculum strategy of Guangxi color tune performance in middle school music education. This study has three meanings: The first is theoretical significance. The theoretical significance is to remove the closed education and reconstruct the cultural ecology of music teaching classroom. With the implementation and deepening of the three-level curriculum management system, the key words such as people-oriented, individualized teaching, local culture, national culture, school characteristics and so on appear more and more in the theoretical research of music curriculum strategy, but the development and research aimed at the inheritance of national music culture is less. Therefore, through this study, we construct a new curriculum group strategy using new curriculum thinking, including the theory of color tone culture curriculum group, color tone form curriculum group, color tone performance curriculum group, color tone creation curriculum group, and form the basic idea, development principle, content selection standard, structure logic and teaching strategy of curriculum strategy development based on color tone opera inheritance. In order to enrich the theoretical research of educational value of regional culture.

The second is practical significance.In the existing research, it is considered that the value of minority music culture inheritance lies in its national uniqueness and cultural characteristics, and pays more attention to the expression and existence of national music culture. This study holds that the practical significance of the curriculum strategy study of Guangxi color tune performance in middle school music education is closely related to the special historical development and cultural changes of Guangxi ethnic minorities. At the same time, it also has the common value of Chinese excellent traditional culture and human excellent culture. Therefore, as the general practical significance of national culture and as the special practical significance of Guangxi minority music culture, it is the realistic pursuit of the strategy development of Guangxi color tune performance course in middle school music education.

Finally, the practical significance. Xie Jiaxing, a scholar of our country, once put forward "let every student sing the song of his hometown ", and then" find the song of his hometown "and" teach every student to sing the song of his hometown ". These ideas also reflect the problems that need to be solved in the inheritance of national music culture in school music education. At present, the folk inheritance of Guangxi color tune performing art is weakening day by day. The Guangxi color tune performing art that teachers and students can come into contact with in their daily study and life is limited, and most of the contents are alive, scattered and short, which is not convenient for systematic study and memory. In the middle school music education, Guangxi color tune performing arts inheritance needs more and more collective, conscious, organized inheritance. At present, in Guangxi middle school music education, there is no Guangxi color performance curriculum strategy for teachers and students to choose and use. Therefore ," teach every student to sing his hometown song ", starting from "looking for the hometown song ", through the development of curriculum strategy, properly excavate, collect, record, arrange the materials of Guangxi color tune performing art, through reasonable teaching and curriculum arrangement, facilitate teachers' teaching and students' learning, and make the inheritance and dissemination of Guangxi color tune performing art have evidence, which is the practical significance of this study.

In the course of the study, some problems were found. For example, where is the difference between the school inheritance concept and the folk inheritance concept? What is the modernity of the current school education for the inheritance of cultural diversity? What are the action strategies and cultural strategies for the inheritance of color education in Guangxi? What is the commonality and difference between the school education model and the folk inheritance model? How to construct the curriculum strategy of Guangxi color tune performance in middle school music education? With the problem, the author carried out the curriculum strategy research of Guangxi color tune performance in middle school music education.

II. Purpose of the study

(1) This paper will study from the following aspects: To analyze the ways and techniques of teaching and singing in the school-based curriculum and the folk color tune curriculum from the aspects of concept, relevant culture, content and teaching technology.

(2) Put forward practical teaching plans in school teaching.

III. Scope of the study

(i) Scope

Research Content: Study on the Curriculum Strategy of Guangxi Color Tone Performance in Middle School Music Education

1. compare the commonness and difference between the folk color tune course and the middle school color tune course. These include middle school courses and folk artists.

Dilemma of Inheritance of Color Tune in the Context of 2. Modernity Education

Curriculum Strategy of Color Tone Inheritance in 3. Post-modern Cultural Context

(ii) Scope of the study

Famous actors, folk artists and principals, teachers and students of Nanning secondary school

(iii) Regional scope

Nanning Area and Nanning Middle School, the birthplace of Guangxi Color Tone

(iv) Time frame

1.(August 2019-September 2019) Collect relevant research data to determine the object, objectives and scope of the study

2.(September 2019-August 2020) basically completed the first chapter of the introduction, began to review the literature, field research

3.(August 2020-December 2020) basically completed the first two chapters

4.(December 2020-March 2021) continue to improve the literature and field research content, start questionnaire design and statistical analysis of data, start the third and fourth chapters

5.(March 2021-October 2021) to revise and complete the first three chapters of the paper, basically completing the fourth and fifth chapters

6.(October 2021-February 2022) to complete the first five chapters of the paper

7.(February 2022-May 2022) under the guidance of the instructor to modify and improve the doctoral thesis, apply to participate in the defense

8.(May-2022-June 2022) attend the reply on time and apply for graduation

IV. Expected results of the study

It is expected that the research of this paper can create the following two new meaningful values for the academic community.

1. theoretical value

It will further enrich the theoretical system of curriculum theory and teaching theory of contemporary music education.

2. practical value

It will directly benefit the protection and inheritance of color tune and provide a practical case for the school education inheritance of intangible cultural heritage.

V. Noun interpretation

Color tone: color tone commonly known as tone, color tone, color lamp, which ho hi, is one of the local opera drama in Guangxi, belong to the lamp play system, originated from the Guilin area rural singing and dancing, rap derivative of the "counter-tone ". Originated from the northern rural areas of Guangxi, widely spread, different names. Guilin is called "color tune ", Liuzhou, Hechi area and some counties of Wuzhou are called" tune play ", Pingle and Lipu area are called "color tune "," tea picking play "," color lamp ", Ningming and Baise of left and right river are called" big tea picking "," ho hi play "and so on. After 1955, they are called" color tune play ".

Performance: performance mainly refers to the use of skills or expertise to convey specific events or non-specific images to achieve artistic or entertainment purposes. The skills or expertise referred to here include body movements, sounds, etc. Because of the emphasis on the action of communication, it is not limited to any particular medium or form.

Curriculum: the subject and process of teaching; sometimes it refers specifically to teaching subjects.

Strategy: refers to strategy and strategy.

LITERATURE REVIEW

I. Related theories and concepts

1. Educational Anthropology: Educational Anthropology originated in the western social science research field at the beginning of the century and began to spread all over the world. In General Theory of Educational Anthropology, Fujixing explains that educational anthropology is an open comprehensive subject formed by the intersection of pedagogy and anthropology. As a new comprehensive subject, educational anthropology has absorbed the research results of philosophy, anthropology, pedagogy, linguistics, psychology, biology, sociology, political science, history and so on. Educational anthropology is a comprehensive subject formed by the intersection of pedagogy and anthropology. On the one hand, educational anthropology has the characteristics of anthropology, follows the research principles of anthropology, applies the research theory of anthropology, emphasizes the research paradigm of anthropology, and uses the research method of anthropology to carry out the research.On the other hand, educational anthropology is mainly to study educational problems. We must use the basic concepts and principles of pedagogy, follow the law of educational development, and solve many problems in educational practice.

The study of traditional Thai music from the Perspective of Cultural Anthropology by Yu Xiaojing, especially in the fieldwork and the comparative analysis of the music culture in Southeast Asian countries, and taking the music anthropologists Teton and Slobin as the framework, describes the Thai music inherited from generation to generation in the context of cultural anthropology, music anthropology, postmodern pedagogy, music phenomenology pedagogy, hermeneutics and other interdisciplinary studies, This cultural model is placed in the practical teaching of music education, and the concrete teaching idea is explored, so as to explore the existence and related teaching of Thai music.

At present, educational anthropology is mainly divided into two major schools, namely, cultural and educational anthropology represented by Britain and the United States, and philosophical and educational anthropology represented by Germany and Austria in Europe. The former mainly from the cultural point of view, pay attention to the use of the principles of cultural anthropology, mainly field investigation and experimental research and case analysis, to study the theory and practice of education, while the latter from the point of view of human nature, pay attention to the principles of philosophical anthropology, abstract, speculative, deductive, inductive and other methods to explore human images, human nature molding and sound, study the relationship between man and education. It can be said that cultural and educational anthropology pays attention to the analysis of the functional factors of education and human development, while philosophical and educational anthropology pays attention to the internal interpretation of education and human development, but both of them are based on the problems of education and human development.

The research of educational anthropology includes not only formal education, but also non-formal education activities, so it has the broadest research field. Educational anthropology places education in society, as an inseparable part of society, comprehensively examines the relationship between human history and educational development, examines the relationship between the development of different nationalities and education, examines the impact of all functions of education in the social context on human development, links book learning, classrooms, schools with the whole social economy, the whole human development, links one-time learning with the all-round development of human beings and social progress, and so on. In short, it is necessary to put education at the intersection of controlling all kinds of relations, carry out all aspects of investigation, research and exploration, eliminate the old concept of small production education, straighten out the relationship between education and society, and objectively grasp the pulse of human educational function and development. It can be seen that educational anthropology is based on education, puts education in a broad social background, understands and studies people in the broadest sense, grasps the problems of educational function and training people as a whole, and provides a broader development prospect for the field of educational research.

2. Music Anthropology: Music Anthropology is a humanities subject that uses anthropological theories and methods to study music and related cultures. It is a subject that directly faces the living human music culture (including material and non-material forms) and strives to make all-round, multi-level and multi-angle observation, experience, understanding and corresponding recording, collation, description and interpretation. It focuses not only on music itself, but also on music and other symbiotic conditions (such as nature, history, society, etc.) and the internal relationship between music and cultural elements. Music anthropology is the specific application and special practice of anthropological theories and methods in the field of music research. It is an interdisciplinary subject of anthropology and musicology. Music anthropology includes the study of folk music, traditional music, oriental art music, and contemporary oral music, as well as the study of conceptual topics such as the origin of music, changes in music, musical works and improvisation, music as a symbol, music as a universal model in music, music function in society, comparison of musical systems, and the biological basis of music and dance, The scope of its research ranges from "the study of music as culture" and "the comparative study of music culture" to "the science of interpretation of human musical behavior ".

Guan Jianhua explains the meaning of music anthropology, traces the history of music anthropology, discusses the relationship between music and social and cultural structure, and makes a deep study and comment on the global music culture today by using the theories of philosophy, anthropology, psychology and so on. At the same time, the author especially puts music education on the level of the overall development of human culture. This broad research field is not only a re-examination of the western music culture with skill as the most important. To guide people to understand the connotation of human music culture from a broader and deeper perspective.

Yang Minkang's Introduction to Music Ethnography explains that music anthropology is a special theory to explain human behavior and the history of music development.The ethnography of music is to record the understanding of crowd music truthfully. It does not need any theoretical deduction, but only assumes that it is possible and worthwhile to describe music.In addition, it demonstrates the validity of the theory of ethnomusicology (including ethnography of music) from the perspective of local culture, and also involves more theoretical achievements and field examples of traditional Chinese music. Its main academic purpose is to combine the theoretical methods of ethnomusicology and music ethnography with the research and practice of Chinese traditional music, and to observe the process of its development and convergence in the long river of discipline history.

Zhou Kaimu's Anthropological Interpretation of Lingnan Folk Music examines and appreciates Lingnan Folk Music from the perspective of cultural anthropology and musical anthropology. From "the theoretical background of explaining folk music "," the anthropological interpretation of Lingnan secular music "," the anthropological interpretation of Lingnan belief music ", from theoretical support to field investigation, This paper analyzes and exemplifies the folk music of Lingnan region, including southern Fujian, eastern Guangxi, Hong Kong and Macao, Hainan Li nationality and Guangdong.

From the perspective of musical anthropology, Huang Lingfei's Memory of Song —— a Field trip of a musical anthropologist, deeply analyzes the Hani nationality and its social culture, explores the universal musical ability and unique musical experience in the Hani society, and conveys the perceptual world and the track of the heart from the field trek, full of sadness and happiness, which truly reproduces the story and feeling of the author in the course of the ancient Hani village song search in the Wailao mountain area of Yunnan Province

Nowadays, society is an era of great development of communication. The communication and communication of information affect people's work and daily life all the time, and the media plays a very important role in it. For the music art, the highlight of the information society also makes this ancient, expressive art form radiate the passion of the times, and music has become a form of information dissemination and communication. Different media carry music, so that the form of music communication continues to develop and change. The ancient labor horn, the primitive clan drum or the mouth string performance, the classical concert in the concert hall, the lively pop music in the KTV, the CD, VCD/DVD record sold in the audio- visual store, the music program of the television station, the music website on the network, All these are the phenomena of music communication. Lu Zhenglan, Zhao Yiheng and Tang Xiaolin believe that music communication has a unique meaning system composed of language, music sound, performance and even image. According to Morris's three-point method, the author discusses the composition of pop music text, the communication of pop music's symbolic meaning and the mechanism of popular music's social influence, discusses in detail the various elements of pop music communication —— lyrics, music, singers, media, communication, audience, culture and cultural commodity function, and combines semiotics principles with some important communication mechanisms in the development of contemporary pop music, and tries to form a relatively complete semiotics theory system of pop music communication.

3. Postmodern Curriculum View:

Postmodernism reveals the reflection and criticism of western anthropology. In the last century, Gilze's explanatory anthropology described (explained) the alien culture of "his nation" on the basis of "hermeneutics ", and realized the understanding, interpretation and counterview of" this culture ". It can be said that postmodern anthropology is not only a rhetorical reflection, but also a conceptual revolution. Its ideological core is to advocate anthropology to return to the criticism of local culture on the basis of retaining the exploration of foreign culture, that is, to understand the lack of center through the edge.Zhang Yinghua's "Research on Music Communication of Miao nationality in Guizhou under the background of Globalization" explains the in-depth description and interpretation of "local knowledge" by postmodern anthropology in order to reflect on his own concept of cultural deficiency. It has great enlightenment to the value research of Guangxi color music in mainstream media and to criticize and reflect on the defects of contemporary mainstream media discourse. The main representative and representative literary theories of this kind of research are Grz's Interpretation of Culture and Local Knowledge, Markus and Fischer's Anthropology as Cultural

Criticism, Sullins (Culture and practical Reason), Stone Age Economics, and John Chernoff's Rhythm and African Feelings, Steven Field's Sound and Emotion, John Blackin's Musicality of Man. Domestic research in this field mainly includes Guan Jianhua, Luoqin, Xue Yibing and other scholars, as well as Tang Yatin's translation of western related research.

Doll's Post-modern Curriculum View uses a macro-comprehensive vision to draw a multi- dimensional and open curriculum design blueprint to seek to replace the modern one-way monologue authoritative education. First of all, the author deeply criticizes the curriculum concept and curriculum system dominated by instrumental rationality in the West, and thinks that this curriculum concept and curriculum system has become a closed scientific dogma and a link in the modern industrial production system. The intrinsic value of education and curriculum —— the value of promoting the growth of human mind.

Guan Jianhua's "Post-modern Music Education" uses multi-disciplinary and interdisciplinary theories and methods to examine and reflect on China's modern music education system, educational theory and curriculum system. At the same time, with the idea of multicultural music education in the world and the broad academic vision facing the era of globalization, the author discusses deeply how to reform and reconstruct the new ideological and theoretical system, curriculum system and educational system of music education in China in the era of globalization, postmodernism and cultural context, and systematically expresses his thoughts and views on these problems.

Jin Yule and Yu Zeyuan's "Post-modernism Curriculum Theory" analyze the transformation of post-modernism curriculum objective view, put forward the characteristics of open, pluralistic, creative and intrinsic post-modernism curriculum, and on this basis describe the connotation of post-modernism curriculum: curriculum is the realistic opportunity provided to students, and it is the generation and creation of students in the realistic opportunity. Secondly, this paper expounds in detail the new features of postmodernist curriculum objectives, curriculum content, curriculum organization, curriculum implementation and curriculum evaluation under this curriculum idea, and puts forward the objective view characterized by openness, generative, rheological, ecological and inclusive; the curriculum content view based on multiculturalism, ecologism and constructivism; the curriculum organization view with network as metaphor; the curriculum implementation view as the process of interpretation, creation and communication and dialogue; the curriculum evaluation view and the corresponding methodology which guides pluralism and difference, spirit and pays attention to the diversity and evolution of goals. Finally, through the organic combination of postmodernism and Chinese traditional culture, the curriculum model with postmodern spirit is constructed: artistic conception curriculum model and Taiji graphic curriculum model. In addition, this paper discusses the transformation of curriculum research from construction theory to understanding and interpretation, from educational legislation to the establishment of dialogue platform under the background of postmodernism spirit, and analyzes several post- modern curriculum research methods.

This paper adopts the research field and method of educational anthropology theory, music anthropology theory and post-modern curriculum view theory, and tries to reveal and excavate the unique curriculum strategy and educational function of different teaching methods in middle school music education, so as to further explore the sustainability of national music culture inheritance.

II. Relevant research papers

By searching the literature database of China Zhiwang, inputting "color tone" and searching by subject, the author searched 383 articles, including 329 journal papers and 26 master's thesis.

1.Analysis of the Current Situation of Foreign Studies.

Since 1970s, the development of contemporary music education has paid great attention to "diversification" and "localization ". The development of local music is an active activity all over the world. Among the five major music teaching methods in the world, the Kodayi teaching method in Hungary, Suzuki teaching in Japan and Orff teaching method in Germany, the development of these teaching methods is based on the music culture of their own nation, exploring the combination of national culture and music education, accumulating a lot of practical experience in education, and sublimating into a teaching system with the characteristics of their own national style through systematic arrangement and analysis. At present, these teaching methods are a very strong and mature education system. Their excellent teaching results and scientific methods and means of education affect all parts of the world, and many countries are actively learning from them. Similarly, in the demand for music education, the famous music educator of the former Soviet Union, Kasparevski, also advocated that the development of music education should be based on the national culture of the Soviet Union, and realize the combination of national music, classical music and modern music. These phenomena all reflect the importance of the study of local music culture.

II. Analysis of domestic research status

1. A Study on Local Opera Classes

Liu Jie in "another way" learn "Liu Qin "—— talk about the teaching of Liu Qin opera into the classroom in primary and secondary schools in Xuzhou, Jiangsu Province. Each stage of the students' acceptance ability is different, the feeling of opera is also different. The author tries to teach Liu Qin drama into the classroom. It is suggested that teachers combine the psychological characteristics of students to sort out some opera works related to children, or opera works sung by stars of interest to students, and present them in class. Ji Yanli in "Henan primary and secondary school local music curriculum introduction of local music culture feasibility study-taking the inheritance of music drama as an example" mentioned that opera as a music education resources, to introduce music teaching materials in primary and secondary schools must be purposeful and valuable, to achieve the curriculum objectives as a premise. She also mentioned that aesthetic as spiritual value and educational value is the Noumenon value of music resources, and we know that the important attribute and the biggest characteristic of music subject is aesthetics, and aesthetics is the value of music curriculum resources. It is advocated to screen the teaching resources in accordance with the curriculum from the music ontology, and not blindly to cater to some external forces. Bai Yue argues in "Chinese traditional opera into high school music classroom study" that learning Chinese traditional opera can promote the accumulation of knowledge and personality of middle school students. In the emotional aspect, the traditional opera enters the high school music classroom, can strengthen the student's self-confidence to the national culture, trains the interest to the opera, inherits the national spirit and the national culture. In "The Practice and Thinking of Beijing Opera Entering the Classroom -- Taking the Teaching of Seven Beijing Opera Choirs in Middle School as an Example ", Wang Yan analyzes the teaching of seven Beijing Opera choral passages in middle school, and puts forward some suggestions on the teaching of the choral passages and the selection of the classroom tracks. And mentioned a phenomenon, Beijing Opera into the classroom some pilot schools with the end of the pilot work, for various reasons stopped Beijing Opera into the classroom series of activities. Mo Tianjuan's Feasibility Analysis of the Integration of Color Tone into the Music Class of Guilin Lingui District Primary School. From the point of view of music teaching, combining musicology, ethnomusicology and aesthetics, this paper studies the feasibility of color tone integration into the music class of Guilin Lingui District Primary School by means of literature research, investigation, interview and case analysis.

2. Development of school-based curriculum materials

The current Music Curriculum Standard for Full-time Compulsory Education in China (Experimental Draft) stipulates that compulsory education curriculum shall be managed at the national, local and school levels. From the 1980s, in order to meet the practical needs of regional differences, our country encourages the development of local curriculum and compiles teaching materials for teaching. With the use of these self-compiled textbooks, the curriculum objectives of these textbooks and the development of regional culture also appear in school teaching practice. The author explains the concept of "regional culture ", and thinks that many researchers use the words" local culture "," local knowledge "," national culture "," local culture "to replace" regional culture ". "Henan Opera in the long-term development process, not only for us to create and accumulate a wealth of performing troupe and stage performing arts, but also for us to leave a very valuable musical heritage.The author thinks that it is very necessary for Henan opera to enter primary and secondary schools, and that the cultivation of interest and ability in opera should be started from an early age, and that Henan opera must be carried forward from small to large, from simple to complex, with its long history of precipitation combined with school teaching resources and learning environment. The author thinks that excellent local culture is worth learning by young students, and should create a strong learning environment for them from an early age and accumulate experience.

Zhang Yinghua's "Macro and Micro: A Double Perspective of Cultural Identity in Southwest Minority Music" explains how people create music? Or rather, how do people historically construct, socially maintain and personally create and experience music? This is another field of view of the study of music identity of ethnic minorities in Southwest China. It requires researchers to go deep into the interior of a certain music item for a long time and to have close contact with the folk elite of the music item. Explore the folk artist's "difference identity" psychology in the field experience of the music item. This is the folk artist's affirmation and defense of the difference between self and others. The "difference identity" psychology of folk artists will not only occur between different organizations within the same cultural matters, but also between generations within the same organization. The former is often an important determinant of the internal difference of the same music culture, and the latter often promotes the variation of the music culture.

3. Study on Color Tone

（1）Source Study of Color Tone

Guilin's color tune also belongs to one of many local operas in China. There are many different voices in academic circles about the source of color tone. Among them, two schools of thought are most respected. First, color from Hunan flower drum drama. Gu Lezhen stressed in the "History of Guangxi Opera" that the color tune originated from Hunan Flower Drum Opera, which in the eyes of people in Guangxi, there is no inconsistent answer. Yang Aimin, Peng Meiyu ," On the Similarities and Differences of Color Tone in Three Districts of Guangxi ", said :" In the process of compiling the Chinese Opera Zhi Guangxi Volume, the art researchers have made a careful and careful investigation on the repertoire, singing, performance and customs of color tone, and their situation in Guangxi, and think that the theory of color tone was introduced into and formed by Hunan Flower Drum Opera." Second, the color from "singing tea ". In other words, the tea-picking drama is the color tune. Qiu Zhensheng's "Preliminary Study on the Evolution of Color Tune ", Shen Guifang's" Color Tune Music "and Cai Dingguo's" Color Tune Art Research "all identified the square song and dance-Folk Festival (mainly Lantern Festival) as the source of color tune. They believe that Guangxi people celebrate the Lantern Festival "tea picking song "," singing tea picking ", are" real color tune ".

（2）A Study of the Play in Color

The development of colorful repertoire. The early form of color is "two plays ", which is what we often call" counter-tone ". At first, it is performed by a simple storyline once an ugly. This kind of repertoire includes "send flowers "," October flowers "," explore dry sister "," double lotus "," run vegetable garden" and so on. After the end of the Qing Dynasty and the beginning of the Republic of China, with the development of commodity economy and the improvement of the living standard of the township people, only one man and one woman's little story plot was "not enough" to see. It is difficult to meet the audience's appreciation requirements, so there are a number of small plays called "36 out of the river ", these small plays become rich in the plot, the number of characters has been expanded. The plays of this period include "Dou Dian "," Niang to send a woman "," three look at relatives "," under Nanjing "," Wang three dozen birds "," Wang three smoke blowing" and so on.

III. General analysis of literature studies

Modern education system is based on universal knowledge, and children's knowledge in school is seldom related to students' own life. Children in school life, learning, they are exposed to knowledge, full of "universality" and "official ", for the transition rate of school teachers to improve the performance of students, leading to school education for local knowledge, regional culture involved less, resulting in children in the spirit and emotional alienation from the local culture. Students know nothing about their local culture, which is not conducive to national, local development and cultural heritage. Guangxi color tune is deeply rooted in the profound cultural soil of Guangxi, showing the cultural charm of Guilin. As a native folk art in Guangxi, it is imperative to integrate color into the music classroom of local primary and secondary schools.

[2017]52 of the General Office of the State Council also proposed "strengthening the protection and inheritance of opera ", supporting opera performances and improving the production conditions of opera in terms of funds. It advocates the cultivation of a good environment conducive to the survival, transmission, production of fine works and famous artists, and forms a vivid situation in which the whole society attaches importance to opera and cares about supporting the development of opera art. Pang Rong and Huang Hongyan mentioned in "the present situation and the survival strategy research of Guangxi Guilin color tune" that in the modern society, although the traditional folk art is impacted by multiculturalism, the market is weak, but the women's twelve music square, the original folk song and dance "Yunnan impression ", the ancestor of the hundred plays-Kunqu all brought the original Chinese traditional folk music into a new territory through artistic innovation and modern packaging. It is emphasized that the art and culture of color tone in Guilin, Guangxi, should also conform to the changes of this era, find a suitable entry point for themselves, so that more people can understand this art; Chen Wei, Zhang Zhenghuan, Zhao Qiaoyan, in "Research on the development of opera tourism in ethnic areas-taking Guilin color tone as an example" make listening color tone a fashion in modern life and become a part of Guilin's

cultural life." The author thinks that in order to create the cultural brand of Guilin color tune, we need to insist on the principle of authenticity and humanism, and "strive to make the art of color tune into a famous cultural card of Guilin tourism culture city ". Zhou Pengcheng emphasizes two key points in the present situation and protection and development strategy of Guilin color tune in Guangxi. First, theory should be combined with practice. Second, in the process of protecting and developing color tune, we should pay attention to the absorption and training of outstanding talents. The absorption of the excellent essence of the color tone and the addition of the creative elements of the color tone will inevitably form a product in line with the contemporary aesthetic taste and will become a regional cultural brand. "World heritage is not only a rare treasure we inherited from our ancestors, but also a treasure we borrowed from future generations," said Du Yue, deputy secretary-general of the UNESCO Commission. It is our glorious and arduous duty to protect our heritage." In real life, many people lack attention to the region they live in, and lack a sense of mission to the inheritance of regional spirit. Guangxi color tone, is also this situation, therefore, its development is also greatly impacted. In short, the protection of non-heritage culture needs inheritance, and inheritance in education is the most effective means of inheritance. Classroom is the main place of color tone inheritance, and the formulation of color tone curriculum strategy is equivalent to a "legal guarantee ", which can ensure the smooth progress of communication and inheritance activities.

RESEARCH METHODOLOGY

I. Research subjects and sample surveys

The design idea of this study is: on the basis of field investigation, using the method of multi-disciplinary comprehensive analysis, comprehensively combing the present situation of color tone in contemporary communication practice, and deeply revealing its modernity characteristics. At the same time, through in-depth interviews and questionnaires of different groups of different views, this paper reveals their different values and positions on the spread of color tune, and on this basis, views the modernity dilemma of Chinese traditional music and minority music. This paper further puts forward the curriculum strategy of Guangxi color tune inheritance, which points to the following three objectives:

First, analysis: through the investigation of the present situation of the different ways of inheritance, such as folk behavior, troupe behavior, school and so on, combing and describing their different ways of behavior, and analyzing and explaining their different purposes, meanings and characteristics of modernity.

Second, comparison: through the questionnaire survey and in-depth interview of different groups on the inheritance of color tone, we reflect on the modernity and predicament of color tone communication.

Third, reflection: through the reflection on the encounter, crisis and predicament of color tone inheritance, this paper discusses the value of color tone inheritance in Guangxi, and constructs the curriculum strategy of inheritance, as well as the cultural strategy and action strategy of practice.

The object of this study can be divided into three categories: first, the teaching situation of folk artists in color tune; second, the teaching situation of famous actors in Nanning professional color tune troupe; and third, the teaching situation of color tune into school.For investigators, the survey of these three types of objects have their own advantages and disadvantages.

II. Research tools

(i) Questionnaire: the questionnaire is a research method for collecting information in the form of written questions. In this study, questions are compiled into question forms and answered by mail, face-to-face or follow-up visits to understand the respondents' views and opinions on a phenomenon or problem. This study will use the questionnaire method to investigate the ecological protection of Guangxi color tune, school education, students' knowledge of Guangxi color tune, as well as some attitudes of teachers and students in Guangxi color tune into the campus and opening Guangxi color tune classroom. The questionnaire and statistical analysis are carried out on Nanning area and Nanning middle school, the birthplace of Guangxi color tune.

Questionnaire style:

A Survey of the Present Situation of Strategy Development in Guangxi Color Course

Students:

Hello! I am a doctoral graduate student at his Royal University in Xuansu, Thailand. In order to better understand the basic situation of the development of color tune art and music education in Nanning, Guangxi, This paper probes into the present situation and difficulties of the strategy development of color tune art curriculum in Guangxi. Special investigation, look forward to your sincere cooperation. This interview will be handled anonymously and will not disclose any of your information! Thank you for your participation, your information will help to improve the quality of Guangxi color art school-based curriculum development!

1. do you like Guangxi color opera music? (single topic) () A like it B like it C not like it

2. Ask you to choose your () about music from the following options

A Guangxi Color Tune You Enjoy Beauty
B see the color show to enrich my amateur life
C learning can enrich your opera knowledge
D learning color is learning to interact with people
E learn how to live by acting in color
Do you pay attention to Guangxi color? (single topic)() A concern B concern C general concern
3. () is the reason why you pay attention to Guangxi color tune
A enjoy beauty
B'd like to learn the opera performance
C Communication of Non-Legacy Culture in Guangxi
D Reflection on Music Education in Contemporary Schools by Learning Color Tone
4.What channels do you pay attention to Guangxi color tune? (Multiple choice)()
A through the art competition, the evening party through the television folk culture program
B browse the web page of Guangxi color tune program via internet
C through a social survey on color in Guangxi
D reading books on Miao music through school teaching
5. A: What do you think of Guangxi color () A Guangxi color tune sings beautifully
B Guangxi color tune is the way people live in Guangxi
C Guangxi color tune is the bearing body of Guangxi history and culture
D Guangxi color tune is an important resource for the development of Guangxi cultural industry
6、How many Guangxi color plays do you think you know? (single topic)()
A、0 first B、3 first D、10 above
7、Please write your familiar Guangxi color repertoire
Interview table: through the in-depth interview table to Nanning area color tune folk artists, Nanning City professional color tune troupe famous actors and Nanning City to carry out color tune into the classroom middle school principals, music teachers, students to do a deeper understanding of the situation of color tune teaching.
Interview Form:
Interviews with principals:
1. Would you please introduce the history of the school?
2. Would you please introduce the current situation of the development of school color curriculum strategy?
3. How does the school carry out the development of color curriculum strategy?
4. What are the problems in the development and implementation of color curriculum strategy in your school? How to solve it?
5. What experience and lessons have you learned in the course of strategy development?
6. What difficulties or puzzles does the school encounter in the development of color curriculum strategy?
7. Through the construction of color curriculum, has the campus culture of the school changed?
Observation table: including campus observation, classroom observation and color troupe observation. In this study, the campus layout, playground, teaching building, library, multimedia music classroom and other teaching environments and facilities in Guilin area, the birthplace of Guangxi color tune, and primary and secondary schools in Nanning City were observed and photographed to understand the basic information. It mainly adopts the way of attending class, observing class and discussing with students and teachers, and understands in

detail the students' performance of listening to the color tune class and whether they are interested in the color tune course.

Watch table style:

Observation tables			
Course Name	Enjoy the drama Liu San Jie		
Observation time and place	X X days	Object of observation	First 2(Class), No .19 Middle School, Nanning City
Observation content	1. what is color? 2. color tune three treasures why is fan, handkerchief and ribbon? A: What are the main differences between 3. colors and Guangxi opera and Guangxi folk songs How about the basic performance skills of the 4.? Can you perform? Do 5. students realize the deep meaning behind the singing words and movements? Do 6. students understand the beautiful character, spirit and temperament of Guangxi people? Do 7. students begin to pay attention to and respect regional culture? Do 8. students use the network to collect, screen and integrate the relevant information of processing color tune to compare and analyze the similarities and differences between color tune and other local operas?		
Evaluation analysis	1. Student Self-assessment 2. Group Mutual Evaluation 3. Teacher Comments 4. inheritors' comments 5. Comprehensive Evaluation of Teachers and Students		

(iv) Examination of the effectiveness of research tools:

The effectiveness of the research tool is examined by the process evaluation of the multiple evaluation subjects composed of school leaders, teachers, inheritors and students.This effectiveness check not only feedback the information of curriculum strategy, promote the improvement of curriculum strategy, but also help students grow up and improve teachers' teaching ability.

CONCLUSION

(i) Documentation studies

This study uses the literature collection method to analyze and summarize the core literature and related documents by collecting and sorting out the relevant research results, to clarify the methods and innovations of this study, and to find the theoretical explanation framework for reference.

Desk collection 1. research materials

The purpose of this paper is to establish a reference system, find out the number of research materials, the clues of the research path, the depth of the research conclusion and so on. On this basis, we can slowly form our own problems and make theoretical preparations for thinking.

Field collection of 2. local ethnographic data

In the region where the color tune is located, it is also very important to arrange the local ethnography and opera texts, which often contain some important contents to grasp the color tune of Guangxi. The collection and reference of local ethnography and opera texts are complementary to each other, and some local ethnography and opera texts will only be encountered in field investigations, but the specific content, quantity, and supplementary procedural materials for the study also depend on the situation.

Collection of 3. Government Documents

In addition, the collection and collation of government documents and documents related to Guangxi color adjustment activities has become a necessary work for investigators. The organizer's original intention, purpose, organization and other relevant information can be obtained.

(ii) Interviews

Interviews are interviews, according to the needs of the investigation, oral form, to the interviewees to ask questions, through the respondents' responses to collect objective factual materials, this survey is flexible, convenient and feasible, Different types of materials can be understood by listening and recording to different types of people according to the needs of the study.

Observation

Observation is the observation carried out by researchers in the process of participating in the daily social life of the subjects.

(4) Special groups

A special group is composed of Guangxi color tune inheritors, school leaders and music teachers to evaluate the process of students learning Guangxi color tune.

RESEARCH METHODOLOGY

This paper will mainly adopt four research methods: literature reading, comparison, interview and observation. Through these four research methods, we can master more direct materials related to the research content, so as to analyze the content of our research more clearly. Use these methods after the material as the basis, so as to more clearly state their views.

1. Documentation Collection

This study uses the literature collection method to analyze and summarize the core literature and related documents by collecting and sorting out the relevant research results, to clarify the methods and innovations of this study, and to find the theoretical explanation framework for reference.

2. Comparative Law

The first is to compare the teaching situation of folk artists in color tune, the second is to compare the teaching situation of famous actors in Nanning professional color tune troupe, and the third is to compare the teaching situation of color tune into the school.

3. Interviews

The interview method is that the interviewee puts forward the relevant questions to the interviewee in oral form according to the needs of the investigation, and collects the objective factual materials through the respondent's reply. This kind of investigation is flexible, convenient and feasible. Different types of materials can be learned from different types of people according to the needs of the study.

4. observation

Observation is the observation carried out by researchers in the process of participating in the daily social life of the subjects.

IV. Data analysis and interpretation

1. questionnaire analysis:

After the questionnaire was designed and revised and finalized, questionnaires were sent to four secondary schools, including Guangxi University, Nanning No .19 Middle School, Nanning No .4 Middle School, Nanning No .2 Middle School and so on, including 120 secondary schools affiliated to Guangxi University ,100 secondary schools each ,411 valid questionnaires, with a recovery rate of 98 per cent. The results of the survey are as follows:

For example, see table 1 below:

Issues		Do you like Guangxi color opera music?	Percentage of statistics				
			a(58 persons)	b(242 persons)	c(60 persons)	d(81 persons)	e(441 persons)
Options	A	Very much	25.86	5.78	3.33	1.23	7.26
	B	Love	32.75	25.62	13.33	9.88	21.99
	C	General	41.38	47.93	66.67	65.43	52.83
	D	Don't like	0	20.66	16.67	23.36	17.91

Table 1 shows that middle school students generally pay less attention to Guangxi color tune and their psychological desire is not strong. Among them, college students who "do not like Guangxi color tune opera music" are nearly percentage points higher than college students who are very Guangxi color tune opera. This shows a positive relationship between attention and cultural spatial structure.Reflects the middle school education to Guangxi color tune into the classroom support degree is not high enough.

2、Analysis of interview tables:

We conducted in-depth interviews with folk artists in Nanning area, well-known actors of Nanning professional color tune troupe and middle school principals, music teachers and students who conducted color tune into the classroom in Nanning City. Different interviewees expounded their views from different logical starting points, value judgment, social care and humanistic care, involving Guangxi color tune in various aspects of school education dissemination and inheritance.

3、Observation table analysis:In the course of observing the color tune curriculum in

Guangxi, the school should explore the deep meaning of the color tune, so that the evaluation can really fit the color tune curriculum, so as to promote the evaluation of the color tune curriculum. In addition, the school should pay more attention to the process evaluation of the multiple evaluation subjects composed of the internal managers, teachers, inheritors and students.

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GUIDELINE TO APPLY SUFFICIENCY ECONOMY PHILOSOPHY IN COVID-19 ERA

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ABSTRACT

At present, there is the crisis causing by Coronavirus or Covid-19 pandemic. This incident has a widespread impact on people. The impact stimulates every part in the society to adjust to be strengthened with a decent immunity. The Sufficiency Economy Philosophy contributes creating the decent immunity both of spiritual and physical immune system for people with consciousness, which is good enough to handle the impact cause by external and internal factors, and lead life with caution amid uncertainty of the situation. The Sufficiency Economy Philosophy is able to apply in every situation and every part in the society.

The author of this article has an intention to present ways to apply the Sufficiency Economy in COVID-19 Era follow the philosophy which His Majesty the Late King Bhumibol has given royal advice on how to live life for the Thai

people because recognizes the need for corrective and adaptive solutions to

survive this economic crisis, and able to remain stable and sustainable under various changes at the individual, organization, societies, and the country. As the global changes turn to be very complex, it affects people all over the world from working and living normally. There is a necessity to be prevented in order to survive by changing their living behavior in the difference way from what used to be in every dimension whether they are business, public health, educational, political, and cultural dimension. People used to get out from their houses for work or study. Now, they have to work at home and study through an online basis to cope with the economic crisis in the COVID-19 era.

Keywords: Sufficiency Economy Philosophy, COVID-19 Era

INTRODUCTION

The economic crisis in the era of "COVID-19" which people around the world and Thai people are facing, affect many families grievously lack of income. It became a household financial crisis or a personal financial crisis especially some Thai families are no financial stability, when they facing the COVID-19 crisis then they suffer the financial problem including the salary man.

Each person lives differently according to the complex, changing and evolving social patterns of society but everyone would like to be successful in life. Thai people who have the royal advice and the way to live with the balancing moderate practice or middle path which is Modesty, reasonable, immunity under the knowledge and moral condition that called Sufficiency Economy from His Majesty the Late King Bhumibol. The livelihoods of people are involved in the economy, society, politics, government and others, especially in the economic field. It is a basic necessity that each person has different levels of needs because of the different development opportunities. For example, knowledge, ability, experience, Income generation, resource utilization, etc. At the same time, the social aspect began with life at the ability to be self-reliant, collaboration of family and peers, social member’s acceptance, life stability.

Sufficiency Economy

Sufficiency Economy is the Philosophy that His Majesty King Bhumibol Adulyadej initiative to Thai people more than 40 years, before the 1997 economic crisis. When the crisis occurred, His Majesty emphasize the solution for able to remain stable and sustainable under the globalization and changes. Office of the National Economics and Social Development Council applied the Sufficiency Economy Philosophy in National Economic and Social Development Plan No. 9 – 12 to be the guideline for develop and manage the country.

Sufficiency Economy Philosophy

Sufficiency Economy is the Philosophy which guide live life and behavior of all levels, from family level, community level, and the government level can be applied by adhering to the middle path.

Sufficiency means modesty, reasonableness, including good immune system to take action from the external and internal changes. This requires great knowledge, prudence and caution to bring various academic for apply in planning and implementation of every procedure. At the same time, it must strengthen the mental foundation of the people especially government officials, theorists and businessmen at all levels to be aware of virtue honesty and to have the right knowledge, live with patience, perseverance, wisdom and prudence for balanced and ready to support rapid changes.

5 Principles

1. Conceptual framework

The philosophy that guides existence and conduct in the way it should be. Based on the traditional way of life from Thai society which able to apply all the time and systematic view of the world that has changed. It focus on escaped from disasters and crises for the stability and sustainability of the development

2. Attribute

Sufficiency Economy able to apply in every level of conduct by emphasize on middle path practice and step by step development.

3. Definition

Sufficiency Economy is consist of 3 attributes

- Moderation: adequacy for necessity and suite for position in life and occupation. Social operations and environmental aspects including the cultural aspects of each local with a fit that is not too much, not too little, not extreme, and must not be self-persecuted and others, such as production and consumption at a moderate level, not taking advantage of others, etc., including resource management for the most efficient use.
- Reasonableness: The decision concerning the level of sufficiency must be made rationally with consideration of the factors involved and careful anticipation of the outcomes that may be expected from such action Good self-immunity refers to preparing yourself to be prepared to suffer the effects of changes in various areas, including economic, social, environmental, cultural and other both domestic and foreign that occur. To reduce or risk management to be able to adapt and cope with changes immediately by consider to the possibility of various situations. That is expected to occur in the future, both in the short and long term. Good self-immunity should be carried out at the same time with rationality and modesty by avoiding the excessive needs of the individual which is to create self-discipline to protect yourself from consumerism or the changes caused by various globalization.

4. There are two basic conditions for making decisions and carrying out activities to be in the sufficiency level

4.1 Moral conditions refer to individuals, families, organizations and communities to apply the sufficiency economic philosophy. The morality and integrity system must be implemented first, starting with family upbringing, education, school training. Preaching morality from religion as well as practicing self-persecution. Be diligent, patient. Be thoughtful in life and practice, love, unity, not greed. Don't be stingy and know how to share it with others.

4.2 Knowledge conditions refer to the application of appropriate technical principles and knowledge both in planning and applying in practice every step. With great knowledge, up-to-date and extreme caution.

5. Guidelines/Expected Results from applying the philosophy of sufficiency

economy to be balanced and sustainable development. Ready to accept changes in all aspects In terms of economy, society, environment, knowledge and technology

There are 2 forms of sufficiency economy

- Basic sufficiency economy is self-sufficiency, self-reliance without much greed, and not encroaching on others.
- Progressive Sufficiency Economy is a cooperative exchange to benefit and support the development of communities and society in a sustainable manner.

Sufficiency at the individual and family level Especially farmers Is a basic type of sufficiency economy Comparable to theory the new agriculture with a production system that can be self-supporting in an economical and self-help level, starting from dividing the area into 4 parts, part 1 is the pool to store rainwater for use in farms to grow crops and raising animals, the second part is an area for rice planting to be used for adequate household consumption throughout the year, the third is an area for growing trees, fruit trees, field crops, etc. for food and medicine for household consumption. The remaining portion is sold as income, the fourth is residential areas, animal husbandry, roads and houses.

Sufficiency at the community and organizational levels is a progressive sufficiency economy that covers a new theory that combining the power of farmers in the form of groups or co-operatives in production, marketing, livelihood, welfare, education, society and religion with cooperation from the public and private sectors

Sufficiency at the national level is a progressive sufficiency economy, which covers a new theory that is coordinated to provide capital and money to help in investing and improving the quality of life by mutual benefit.

Application of Sufficiency Economy

1. Considering the ability to be self-reliant, that emphasizes the balance of all 3 attributes: moderate, rational and immune to make decisions in various matters step by step, be careful, consider moderately fit and ready for change. There are five elements covering:

(1) Mentally strong; self-trained. Good conscience, generosity, compromise, and collective benefits.

(2) Social aspects have complementary assistance. Knowing love, unity, strengthening families and communities, knowing to join forces, having a learning process that is formed by a solid foundation.

(3) Economic aspects; Live moderately suite with position, work in honesty

with diligence, patience, simple life, without persecuting oneself and others. Balanced incomes and expenditures know how to spend for themselves and their families as reasonably as necessary. Save, know how to save money and share others.

(4) Technology; knows how to use the right technology in accordance with the needs and geography, develop technology from local wisdom to benefit themselves and society.

(5) Natural resources and the environment, knowing how to use and manage wisely and carefully, can choose to use existing resources for maximum sustainability.

2. Consider the knowledge with virtue, Continuous self-study and development (both theoretical and practical) in various academics related to livelihoods. Use the wisdom to make informed decisions wisely and reasonably apply in a careful and procedural way, be awareness of morality, honesty. Be patient and use wisdom wisely to live in the middle path.

The methodology to apply the Sufficiency Economy

1. Find out what you want. What are the goals of living, such as wanting to live with a progressive future? Have independence, have time for family and society, have enough assets. Be happy, out of adversity, including the era of COVID-19 pandemics.

2. Analyze your own and your family's data, which will help you know your status. Know the causes of problems, know the factors involved, know the effects of economic, social, technological and natural resources and environment

2.1 Self-potential such as knowledge, competence, expertise (skills), reputation, experience, stability, progression, financial condition, monetization, spending, savings, morality and morality

2.2 Family potential, e.g., lifestyle Family economic conditions, beliefs, attitudes, values, culture, traditions, quality of life of family members, social status, financial position, property and debts of households, income, expenditures of households.

3. Lifestyle Planning

3.1 Develop yourself to have continuous learning (learning), such as learning more technology, practicing the use of unfamiliar programs before. Discipline yourself, especially financial discipline.

3.2 Create progressive habits, strive for life goals. Keep considering your thoughts. Make decisions to solve problems systemically using knowledge (knowledgeable, thoughtful, careful). Self-responsibility for society and family

3.3 To manage the mind to be honest, honest, patriotic, sacrificial, harmonious, fair, moral.

3.4 Control your mind to behave in a good way. Creativity, Prosperity

3.5 Develop the mind to reduce and stop the jokes, passions, lust, anger and obsession.

3.6 Strengthen and restore knowledge and virtues of yourself and your family, such as undergoing training, practicing skills in various academic or professional subjects, regularly checking and correcting defects.

3.7 Adjust positive attitude and possibilities.

4. Take notes and make accounting receipts – expenses

5. Summary of self and family development based on

5.1 Healthy and healthy body

5.2 Emotions must not be stressed There is a reason, there is confidence, there is a systemic system in stages. Motivated, courage- motivated. Not discouraged or discouraged. When experiencing life problems

5.3 These things have been reduced and discontinued, including the place of joy, liquor, cigarettes, gambling.

SUMMARY

In today's society, People's well-being problems are increasing. For a variety of reasons, from the economy, inequality, conflicts, including problems from the COVID-19 pandemics crisis that have multidimensional consequences. People in various circles, including government agencies, corporate executives, entrepreneurship, restaurants, tour operators, employees, employees must adapt and be immune to living. We need to consciously deal with the situation and start managing ourselves more carefully.

Sufficiency Economy is a philosophy, not a recipe for success, so sufficiency economy is the principle that must be used or apply to manage or carry out activities appropriately for benefits, so it takes judgment to apply it yourself. The main thing is to deploy it properly. It is a reason for the activities or culture of each society with carelessness in order to achieve proper results. The principle of self-sufficiency contributes to fit and balance, starting with the right principles that can cover both human development and country development. It is not specific to the economy, especially in agricultural development or only farmers. It is an evolution of applying philosophy to anything from the most subdivided levels: the level of person, family, the well - being of the community to the performance of work. Government organizations or organizations, Schools & Educational Institutions, people's occupation and private business, community management, sub-districts, provinces, regions and national levels.

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THE OVERLAPPING POWER OF THE PROVINCIAL ADMINISTRATIVE ORGANIZATION AND LOCAL ADMINISTRATIVE ORGANIZATION

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ABSTRACT

Since Thailand has changed her government scheme from an absolute monarchy to a constitutional monarchy in B.E. 2475, there were many constitutions in which each of them had determined basic parliamentary structure concerning constitutional administration in accordance with an established intention. In each of the constitution, there are a designation of basic organization structure, similar public administration, and a firm existence based on the factors of guaranty and protection of right and liberty of people. Therefore, it is necessary to reform the whole system of politics by using constitution as a tool in defining government pattern and mechanism that are a fundamental structure of public management organization arrangement. Regarding the constitution of Kingdom of Thailand B.E. 2540, there was an initiation on concept, principle, and new organizations that were different from previous constitutions. Say, the election system, the origin of members of the parliament, and the independent organizations that were created together with this constitution. From the beginning of this constitution, it has applied the concept of decentralization theory in which it is one of the national governing management principles; and with the important content and principle in the transferring of government from the central administration to local self-government of the people. Under the provisions of the law, decentralization in government creates local administration organizations such as sub-district administrative organization, sub-district municipality, town municipality, city municipality including the provincial administrative organization. These organizations are considered as one of the local government based on principle and concept of decentralization in government.

Keywords: The overlapping power, provincial administrative organization, local government

INTRODUCTION

Thailand's democratic system based on the constitution B.E. 2560 given the importance of decentralization onto local government that is the most fundamental pedestal for the political development in democratic regime. The important factors in decentralizing of power from the central to the provincial as well as the local area are caused by the delay, inefficiency, and inconsistency of the local demand of the central government to oversee the administration by itself. It is necessary to prescribe decentralization to the local organization in the constitution such as sub-district administrative organization (SAO), sub-district municipality, town municipality, city municipality, and provincial administrative organization (PAO). The important problem in decentralization of power to local government organization is the overlapping power among local government organizations. The local government organization that experiences an overlapping problem with other local government organizations is the provincial administrative organization.

The types of problems of the provincial administrative organization in handling various activities belong to agencies under the supervision, goals, and participation of the concerned officials and policy set by the organization's leader are seen in forms of personal, financial, and economic benefit. The crucial risk issue associated with the private sector is in the forms of procurement and examination and standard control of the performance that are important elements in overlapping benefit management. The executives and officials are therefore must realize upon the management method of overlapping interest in order to make sure that the said overlapping interest management will be efficiently handled and impose no serious impact on other administrative organizations in the province.

The problem issues of overlapping areas

The problem of overlapping area management between the upper level of local government organization (PAO) and lower level of local government organizations that refer to sub-district administrative organization and the 3 types of municipalities causing the division of power and duty among local government organizations at the provincial level becomes ambiguous. This opacity of the overlap in terms of the separation of authority, legal issues, and authoritative patterns of each locality must be vividly clarified in the constitution. It cannot be solved by enacting a law on some issues in which it becomes a source of decentralization concept.

1. The notion of decentralization. If we consider the government organization of Thai locality in the beginning period of time, the tremendous power lies at the central authority. Most of the local administrators come from appointment. They lack of financial freedom and taxation. Later, when the constitution of Kingdom of Thailand B.E. 2540 was proclaimed, there was an improvement of format of local government organization pertaining to principle, objective of local government, and the importance of local government organization based on decentralization concept in accordance with the democratic regime.

2. The determination of authority structure of the PAO. It is considered as a local government and a juristic person. The territory of the PAO is a provincial area. The management structure comprises of PAO council that comes from election by the local people within the province. The power and duty of PAO heavily focuses on the organization of PAO's development plan, coordination on the organization of PAO's development plan, and support of the development of sub-district council and other local areas. From the fact, it was discovered that various local organizations in the province are not welcome the roles of PAO as much as it should be. Mostly because of political reason in term of revenue generated by PAO. The new legislation has specified the origin of PAO in the same vein as SAO. The personnel of PAO are called PAO officials that has been changed from provincial government officials.

3. The public service management principle. Those within the authority of local government organization is emphasized on mainly local activities and is in accordance with the specific need of local people as follows (Supassawat Chatchawan, 2555):

3.1 The organized activity is in relevant to the need of the local people in which it can be separated or differentiated from other local areas.

3.2 The preparation of local public service may transferred some of its own authoritative power to joint organization to handle such as the provision of cooperative or establishment of limited local companies, for examples. This transferring of power causes local organizations to participate in the project, to expurgate some duties, and to give them a chance of becoming collective responsible organizations.

4. The important principle in public service management based on decentralized plan onto local government organization under the Determining Plans and Process of Decentralization to Local Government Organization Act B.E. 2542, Article 2, specifying the

prescription of authority upon the organization of public service system, and Section 16, 17 and 18 on the specification of steps on decentralization based on decentralization plan to local government organization is in effective and local people have a chance to participate in the operation of local government. The said participation may be in forms of government, administration, finance, independent decision-making, and the ability to determine local policy by itself without intervention under the control, direction, and supervision of government as it deems necessary (Wutthisarn Tanchai, 2555).

The collocation of structure of local government organization

Based on a qualitative data collection (Supang Chantavanich, 2554), the researcher has determined structure and overlapping management system of local government organization causing problems of overlapping mission between municipality and sub-district administrative organization. The mentioned overlapping problems rest upon 2 major issues, namely, the authority and problem in budget allocation, and legal issues of an unclear separation of power.

Another overlapping problem is caused by political factors. From the beginning of PAO that was originated before any other local government organizations, there is no amendment or abolishment of legislation and dissolution of the PAO due to political reason that PAO is an important base for national politics. The power to collect major income in the area and, most importantly, in the allocation of budget in supporting municipality and SAO is still with the PAO. This becomes an important cause of conflict regarding the unappropriated provision of resources towards municipality and local government organization.

The results from the collection of related articles reveal similar problems that can be concluded in 3 following areas:

1. The revenue. It was founded that there is an inappropriateness in the division of authority, especially in tax collection by the PAO in which it is the main income of the province even though the PAO has no territory of its own but the said areas belong to municipality and sub-district administrative organization.

2. The imbalance of income generation in the area. There is no thoroughly and fairly distribution of income among local areas in the province or it is inconsistence with the need in the area. The allocation of budget is, however, for the political purposes.

3. The overlapping budget collection. This redundant activity causes a waste of budget in local administration since the separation of power is unclear.

Correcting guidelines for overlapping areas

From the study and careful analysis on the overlapping power of the PAO and local administrative organization, it can be concluded as follows:

1. The structure and the complex management system of local government organization starting from the proclamation of the constitution of Kingdom of Thailand B.E. 2540, there is a stipulation that the PAO has an authority in the preparation of development plan for PAO and a coordination of the provincial development plan including providing support and assistance to other local government organizations in the preparation of public services. Meanwhile, the Municipality Act B.E. 2496, and Sub-district Council Act B.E. 2537 have specified both types of local government organizations having authority in the administration towards extensively various forms of public services. This means that within a certain provincial area, there would be at least 2 local government organizations or there are upper tier characteristic and lower tier characteristic where municipality and sub-district administrative organization are included (Supasawat Chatchawan, 2555: 56-57).

2. Based on documentary research, the qualitative concept is derived that SAO is a local government organization that manages the area and tries to respond to the need of local people with much more efficiency than the PAO. At the same time, the municipality is considered as an efficient management model. It is plausible to conclude that the most efficient local management is the municipality and SAO. However, the PAO is seen with the least efficiency.

SUMMARY

There are 2 conclusions that may be drawn from the article regarding the problem of overlapping areas of local administration.

First, there should be a dissolution of PAO since it is not in response of problems and need of the people in the area. In this regard, the area will be less developed since it could only be done just in the overlapping location. Most of the areas belong to SAO and municipality, therefore there is no reason why we need the PAO. Another important problem lies within the corruption due to the influence of politicians and capitalists. Moreover, the PAO is attired with ambiguous duty, and the performance in overlapping areas is insignificance. To make the matter worse, the PAO focuses on development of basic structure, is being skeptical of no transparency, and most importantly, it does not solve the problem at the provincial level. Therefore, it is recommended that the PAO should be dissolved.

Second, the PAO enjoys the management of overlapping area with the provincial government. Plus, it is accustomed to the traditional budget allocation. The researcher personally believes that the PAO's roles must be adjusted to suit the present situation. The contention of power between provincial sector and local sector, especially between the Ministry of Inferior and the PAO personnel have been existing for quite a while.

Third, the president of PAO and the Governor are competing at each other all the time. It deems appropriate to degrade PAO to a provincial municipal. This attempt may solve the problem.

Fourth, the researcher proposes to merge municipalities or small SAOs together. This is undertaken in order to increase the size in terms of number of people, income, and other resources into a certain level where the management can be handled efficiently. The fact is that the SAO is definitely a closet organization with the people in the management of public services in the particular area.

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RESEARCH ON THE DEVELOPMENT OF CROSS-BORDER E-COMMERCE IN CHINA

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ABSTRACT

With the rapid development of information technology and Internet technology, e-commerce has become more and more widely used in international trade. This will create business opportunities. With the globalization of e-commerce, cross-border e-commerce is becoming an important trend in the development of China's foreign trade and is changing the traditional mode of world trade.

The purpose of this article is to put forward countermeasures and suggestions for the development of cross-border e-commerce in China. In order to achieve this goal, we need to find out the problems and opportunities in the development of cross-border e-commerce in China through investigation and research. We plan to combine the macro cross-border e-commerce environment with the micro-level survey of Taobao's e-commerce platform, explore Taobao's SWOT analysis, and find out the shortcomings and development directions of China's cross-border e-commerce. The research methods used the literature research method and questionnaire survey method, respectively. The subjects of the questionnaire survey are people with online shopping habits in China. There are 385 samples in this study, and the sample size was calculated using Cochran's algorithm, W. G. (1963). The questionnaire was published and collected on the questionnaire star website in China to study users' satisfaction with the Taobao platform. The questionnaire included sixteen Likert 5-level scale questions covering four aspects: strengths, weaknesses, opportunities, and threats. It investigated users' satisfaction with Taobao in various aspects and provided data support for Taobao's SWOT analysis. For the PEST analysis of the macro-environment, the data comes from the China Statistics Bureau and other professional data collection websites, which can ensure the objectivity and authenticity of the data. We collected and sorted out the data needed for research, reprocessed the data into charts, and described China's cross-border e-commerce environment in detail from the social, policy, economic and technical aspects. Based on PEST analysis and questionnaire analysis, we conducted a SWOT analysis on Taobao. Through analysis, it is found that Taobao has made a comprehensive layout with the help of China's huge market share. With the continuous establishment of e-commerce pilot zones, the further improvement of overseas warehouses, and the rapid development of Internet technology, Taobao has an absolute advantage in the development of cross-border e-commerce. But at the same time, Taobao also has many shortcomings, which are common in other cross-border e-commerce companies. For example, if supervision is not in place, product quality cannot be guaranteed; product promotion capabilities are insufficient; product homogeneity problems are serious; logistics and after-sales service need to be improved.

Finally, based on the results of the investigation and analysis, we will develop countermeasures for cross-border e-commerce in China. Suggestions are mainly made from three aspects: overall countermeasures for China's cross-border e-commerce; development countermeasures for Taobao's cross-border platform; finally, countermeasures and suggestions for cross-border e-commerce companies in China.

Keywords：Cross-border e-commerce; China; Alibaba；Taobao

INTRODUCTION

1.1 Research Background

With the development of Internet technology, China is developing rapidly through cross-border e-commerce and creating a cross-border transaction platform for the retail industry. In 2013, LightIn TheBox was listed on the New York Stock Exchange, becoming China's first international company listed on the stock exchange, which also indicates that cross-border e-commerce has become a new force. According to research data, the total amount of cross-border e-commerce transactions in China in 2011 was only 1.6 trillion yuan, but with the development of China's e-commerce and the deepening of trade globalization, the total amount of cross-border e-commerce transactions in my country in 2016 Reaching 6.5 trillion yuan, the growth rate of cross-border e-commerce transactions in these six years exceeded 25%. There is greater room for future development. The rapid development of cross-border e-commerce plays an increasingly obvious role in international trade. It can not only meet people's diverse needs, but also provide solutions for our country.

In recent years, China has issued a series of policies and regulations to support the development of cross-border e-commerce. In March 2012, Hangzhou was established as a comprehensive experimental zone for cross-border e-commerce, which marked a new stage of cross-border e-commerce in China. On January 6, 2016, a series of cross-border pilot zones were established in Tianjin, Shanghai, Chongqing, Hefei, Zhengzhou, Guangzhou, Chengdu, Dalian, Ningbo, Qingdao, Shenzhen and Suzhou. The further expansion of the cross-border integrated e-commerce experimental zone also shows China's determination to vigorously develop. China's first cross-border e-commerce summit was held in Shenzhen on March 19, marking a new era in the development of cross-border e-commerce in China.

1.2 problem statement

The main problems in the development of cross-border e-commerce are: it is difficult to ensure that the quality of all goods are qualified; the length of logistics is limited; the electronic payment environment is not safe enough; there is no comprehensive legal system to ensure the smooth operation of cross-border e-commerce; marketing methods are not comprehensive; Overseas e-commerce platforms invaded market share, etc.

These factors hinder the development of China's cross-border e-commerce and cause many difficulties.

1.3 research objectives

The research objectives of this paper are as follows:

A macro study of China's e-commerce environment;

Quantitative research on user satisfaction of Taobao platform;

Taobao's SWOT analysis;

Through these three parts of research, analyze the current situation of China's cross-border e-commerce, find out the shortcomings of Taobao, and finally put forward the countermeasures for the development of China's e-commerce based on the research results, put forward the countermeasures for the development of Taobao platform, and propose for other Chinese cross-border e-commerce companies Development proposals.

1.4 research significance

Although the cross-border high-tech industry started late, it overturned the traditional mode of trading and became the center of international attention with a vigorous stance. Based on a theoretical definition of cross-border e-commerce, this document examines the current development situation and bottlenecks of cross-border e-commerce in China from a macro perspective Then, from a micro perspective, this paper takes Taobao as an example to examine the problems and challenges faced by domestic cross-border e-commerce SMEs. How to better seize opportunities and meet challenges in the context of Chinese characteristics; how to stimulate the transformation and modernization of enterprises in the new Internet situation + to a better exit; This paper examines the development status and problems of China's cross-border e-commerce based on an understanding of the latest dynamic frontier, hoping to provide targeted suggestions and remedies, to provide a benchmark for China's small and medium-sized enterprises, through cross-border e-commerce to accelerate transformation and modernization to provide a workable basis to increase international competitiveness and the voice of China's cross-border e-commerce development.

1.5 research framework

This article combines the current research status of cross-border e-commerce to analyze the opportunities and challenges China has encountered in the development of cross-border e-commerce.

The first chapter is the introduction, including the research background and significance of this article, problem statement and research purpose.

The second chapter first is a literature review, and then introduces the concept, characteristics, classification and basic processes of cross-border e-commerce operations as a whole, and introduces its theoretical support.

The third chapter is the introduction of research methods and research design.

The fourth part uses the PEST analysis method to analyze the current macro environment, and then analyzes it from a micro perspective, and designs a questionnaire survey method to study the audience's satisfaction with Taobao. Finally, a SWOT analysis is performed on Taobao, hoping to help China Other cross-border e-commerce companies provide reference.

The fifth part is to propose general countermeasures based on the above analysis, and make targeted suggestions and countermeasures for cross-border e-commerce companies represented by China's cross-border e-commerce and Alibaba, hoping to promote the health of China's cross-border e-commerce development of.

1.6 Keyword explanation

Cross-border e-commerce:Cross-border e-commerce refers to an international business activity in which transaction entities belonging to different customs borders complete transactions through e-commerce platforms, conduct payment and settlement, and deliver goods and complete transactions through cross-border logistics.

Alibaba:Alibaba Group Holding Co., Ltd. is a Chinese company that provides e-commerce online trading platforms and is one of the world's largest retailers.

Taobao:Taobao is an online shopping and retail platform under the Alibaba Group. It was founded by Jack Ma in May 2003 in Hangzhou, Zhejiang Province. It is the largest shopping website in China.

LITERATURE REVIEW

2.1The importance of e-commerce development

The Internet has an important influence on international marketing (Samiee, 1998). At present, the demand for small-batch, multi-batch, and fast-delivery foreign trade orders is gradually replacing traditional large-scale foreign trade "container" transactions (Cao Shuyan, 2018). The emergence of e-commerce has differentiated international consumption preferences and brought innovations in trade subjects, carriers, methods, laws and regulations to international trade methods (Zhang Huanyu, 2018). In today's Internet era, network effects provide strong support for international trade (Lee, 2012).

Li Zi (2014) analyzed the international market trade situation under the e-commerce environment based on the imperfectly competitive market, and found that there is a long-term equilibrium relationship between the development of cross-border e-commerce and import and export trade. The development of cross-border e-commerce can increase import and export trade. Volatility, and changes in the same direction. The study found that China should continue to explore ways to reduce trade costs in order to continue to improve export competitiveness (Fang Hong, 2019).

Ren Zhixin (2015) believes that cross-border e-commerce can play a role in promoting the upgrading of professional foreign trade services, promoting the transformation of foreign trade methods to direct sales, and promoting the transformation of foreign trade enterprises to brand and product innovation.

Judging from the existing research literature, it is almost unanimous that the development of cross-border e-commerce has brought a more obvious impact on traditional international trade, changed the form and content of traditional cross-border trade, and also brought about the growth of global trade. The development of e-commerce has not only brought benefits to global trade, but has also led to the continuous development of China's foreign trade economy. In this context, the position of cross-border e-commerce in my country’s foreign trade has become increasingly prominent, and a new foreign trade pattern is being formed; and with the formal establishment of the Shanghai Free Trade Zone, various government policies have gradually "breaked the ice" and cross-border e-commerce Or it will become the new engine of China's economic reform (Dong Peng, 2017). At this stage, the overall scale of China's e-commerce is growing rapidly, the concentration of products and enterprises is high, supporting industries such as logistics and payment are developing rapidly, and new models and formats are constantly emerging: among them, the rapid development of cross-border e-commerce and the gradual shrinking of traditional trade growth Concomitantly, it has the characteristics of concentrated target market, concentrated product and regional distribution (E Libin, 2018). Although it is a new thing, e-commerce and cross-border e-commerce are booming in the field of foreign trade.

2.2 Influencing factors of e-commerce development

The development of e-commerce is so important, so many scholars are also very concerned about the factors that affect the development of e-commerce. With the development of international trade, international logistics has also emerged, and it has become an important factor affecting and restricting the further development of international trade (Yang Changchun,2017). Factors such as peer competition pressure, custom trend pressure, partner competition pressure, regional environmental superiority, government policies, and investment scale have had a greater impact on the implementation of e-commerce by SMEs (Feng Ying,2016). E-commerce strategic planning and information systems are critical to the implementation of corporate e-commerce strategies; the key factors that determine the success of the e-procurement process and the e-ordering process are the ability to cooperate and share information respectively (Zhao Jing,2016).

Yang Jianzheng(2014) analyzed the data collected by the survey questionnaire of the Ministry of Commerce,it is proposed that the factors affecting the effect of using third-party platforms in cross-border e-commerce are: Internet marketing factor, international payment condition factor, electronic customs clearance factor, legal regulation factor, and international logistics. There are many factors that affect the development of e-commerce. In terms of classification, the primary factor is often the enterprise's own management capabilities and operating capabilities, and secondly, institutional environmental factors also have a very important impact on the development of e-commerce. Enterprises' own management capabilities are mainly reflected in e-commerce operations, information systems, logistics scale, etc., while institutional environmental factors mainly include government policies, regional economic and cultural conditions, etc.

The literature on the factors affecting the institutional environment is relatively abundant. Wang Wenjin (2017) pointed out that the cross-border foreign exchange electronic payment management system is not sound enough, so it is necessary to study and improve the corresponding regulatory policies. The international express service provided in the market is also an important factor affecting the development of cross-border e-commerce. The imperfect international express service provided by the Chinese market has caused cross-border e-commerce to encounter logistics bottlenecks (Cao Shuyan, 2018).

Although the fields of payment and settlement, foreign exchange receipts and payments, and financial services have been basically or gradually improved, there are still inconveniences in cross-border foreign exchange settlement and sales, the construction of e-commerce credit system is lagging, small and medium-sized e-commerce financing difficulties, and the supply of insurance products Insufficiency and other issues (Zhai Min,2018). Wang Jianwen (2016) investigated the development status of cross-border e-commerce in the Fujian Pilot Free Trade Zone and found that cross-border e-commerce has relatively weak operating entities, insignificant agglomeration effects, poor customs clearance, and poor logistics channels. With the increase in the volume of cross-border e-commerce transactions, transaction disputes will inevitably occur during the transaction process: due to the particularity of transaction subjects and methods, the cost of dispute resolution for consumers in cross-border electronic transactions is relatively high (Chen Jianling,2018). The temporary shortage of comprehensive talents, the prevention of electronic payment risks, and the lagging development of cross-border logistics hinder and restrict the development of cross-border e-commerce (Wang Wailian, 2019). The development of cross-border e-commerce is often inseparable from the support of the government's corresponding policies and the improvement of the corresponding institutional environment. Only in a relatively good environment can cross-border e-commerce grow better.

2.3 Countermeasures

Based on the many problems encountered in the development of cross-border e-commerce, scholars have also proposed many solutions. As early as 2001, a well-known scholar Wu Jiapei proposed that China should seize the opportunities brought by the Internet economy and make the Internet economy become the globalization and modernization of the Chinese economy. Not only must the existing economic order be rectified, but also the formulation of rules , Make institutional arrangements to regulate the economic behavior of various stakeholders. It is necessary to highlight the role of cross-border e-commerce and cultivate a good cross-border e-commerce industry chain (Wang Jianwen,2016).

The comprehensive foreign trade service platform may become the main body of the integration of international finance and international logistics service resources, and it will also be a powerful driving force to change the interest pattern of my country and the global service industry in the Internet era. To this end, it is necessary to further refine finance, taxation, financing, land use, and A package of support policies such as talents has built a good policy environment for the development of foreign trade e-commerce (Fang Hong, 2019).

Increasing the infrastructure construction of logistics information and supporting the development of e-commerce are important ways for the development of logistics information. In addition, third-party logistics companies must do a good job in standardization and standardization of logistics services. Standardization means that logistics services must be formal, which is essential for improving the speed and efficiency of logistics. (Cao Shuyan, 2018).

Combining the respective characteristics of consumer cross-border electronic transactions and online dispute resolution to further improve online dispute resolution methods, and solve a series of legal issues such as the enforceability of judgment results and international cooperation (Chen Jianling, 2018). Only on the basis of independent innovation and self-owned brand exports to realize the transformation of cross-border e-commerce growth mode can China's cross-border e-commerce develop well (Song Xiaoling, 2017).

2.4 Literature summary

Based on the literature review, we found that Chinese scholars' research on cross-border e-commerce mainly includes the following aspects: the impact of policies; the security of the payment environment; the management of cross-border e-commerce enterprises themselves; the needs of buyers; the scale of logistics and transportation, etc. . The abundant literature has provided great help to our research, so we plan to divide the content of this research into two parts, namely the PEST analysis of the macro-environment of cross-border e-commerce, and the micro-level analysis of Taobao Various questionnaire surveys. Try to summarize Taobao's SWOT analysis through these two analysis methods, and further explore the entire Chinese cross-border e-commerce industry.

2.5 Cross-border e-commerce related concepts and theories

In this part, we have sorted out and summarized the relevant concepts and theories of cross-border e-commerce, hoping to elaborate and explain cross-border e-commerce in more detail, describe the operation process of cross-border e-commerce, and provide for the following research Provide theoretical support.

2.5 .1Characteristics of cross-border e-commerce

2.5.1.1 Global

Benefiting from the development of Internet technology, e-commerce makes trade no longer restricted by geographical space. Enterprises can use the borderlessness and openness of the Internet to push local goods and services to the world, and carry out all-round, multi-level, and wide-ranging cross-border trade. At the same time, through online media, consumers no longer have to be restricted by national borders and are too far away from their favorite products or spend high costs to purchase overseas. Buyers can easily purchase the products they need by simply clicking the mouse to enter the Internet. . The Internet closely connects buyers and sellers in countries around the world, maximizing the sharing of transaction information.

2.5.1.2 Multilateralism

The traditional trade model mainly involves bilateral trade between two countries, while cross-border e-commerce makes the information flow, logistics, and capital flow in the transaction process gradually evolve from the traditional bilateral model to the multilateral model. The structure replaces the traditional linear structure of bilateral trade. Cross-border e-commerce can realize direct trade between other countries through the trading platform of country A, the logistics transportation platform of country B, and the payment platform of country C.

2.5.1.3 Intangible

Traditional trade, from the order contract to the buying and selling of bills, is completed by writing, which is a tangible commodity buying and selling transaction. The rapid development of e-commerce trade has greatly promoted the process of digital products and services.

The two parties involved in cross-border e-commerce transactions take a paperless approach to trade, replacing the previous series of cumbersome paper transaction documents. Buyers and sellers send or receive trading information through e-mail and e-commerce platforms, which not only saves resources but also greatly improves the efficiency of information transmission and goods trading. At the same time, cross-border e-commerce has broken through the traditional model of physical transactions in the past, and digital goods and services such as network data, audio and video have also further enriched the types of commodity transactions.

2.5.1.4 Concealment

In the online world, consumers can conceal their true identity and related information as needed. The development of online globalization allows e-commerce users to enjoy unprecedented freedom of transactions, but it has become difficult to identify users and their geographic location. It's harder. The freedom that users enjoy is far greater than the responsibilities they need to bear, and even more so to use the information asymmetry of the network to evade responsibilities.

In fact, even in developed countries, such as the United States, where electronic cross-border trade is relatively mature, the problem of using the Internet to evade responsibility is also very prominent, especially in the taxation process. In cross-border e-commerce transactions, it is difficult to obtain information such as the identity and geographic location of the trader. Correspondingly, the tax authorities are unable to verify the taxpayer’s transactions and tax payable, causing great trouble to the audit and verification links of the relevant supervision and tax authorities.

2.5.1.5 Timeliness

Under the traditional transaction mode, the ways of sending, receiving and communicating information are all limited by geographic location and communication technology, and there is a certain time difference between the two. For cross-border trade. Timeliness is of the utmost importance, and currency exchange rates will change slightly if the opportunity is missed, causing huge losses to the transaction.

Now the lag caused by this time difference is perfectly solved by e-commerce. It breaks the constraints of time, space and distance, and transfers information quickly from one party to the other. Almost after one party has completed the transmission, the other party can harvest the information at the same time, and some digital product transactions can be completed instantly. In addition, cross-border e-commerce removes the intermediary links of wholesalers, agents and retailers in the two countries, realizing direct transactions from manufacturers in one country to consumers in another country through the cross-border e-commerce platform, reducing cumbersome trade The procedures are more time-sensitive.

2.5.2 Classification and operation process of cross-border e-commerce models

2.5.2.1 Classification of cross-border e-commerce models

(1) Divided by the direction of import and export of goods

Like traditional trade, cross-border e-commerce can also be divided into import and export. At present, China's cross-border e-commerce is mainly export-oriented.

(2) Export cross-border e-commerce

Export cross-border e-commerce is a domestic manufacturer or enterprise that sells domestic products to buyers in the international market through a cross-border e-commerce platform. Export cross-border e-commerce is a new model for enterprises to export in the Internet era.

(3) Imported cross-border e-commerce

As the name implies, imported cross-border e-commerce is the process by which domestic consumers or companies purchase overseas goods through cross-border e-commerce platforms to realize transnational goods and services transactions.

2.5.2.2 Divided by service type

(1) B2B platform

B2B platform is a model of e-commerce, which is the abbreviation of English Business-to-Business, that is, business-to-business, or e-commerce marketing relationship between enterprises. That is, the exchange of products, services and information between enterprises through the Internet.

(2) B2C platform

B2C, or Business-to-customer, is the earliest e-commerce model in my country. Under this model, retailers directly sell products and services to consumers online via the Internet. The core of B2C is that retailers will build a new shopping environment for consumers, an online store and a complete set of online transaction systems.

(3) C2C platform

C2C, that is, Consumer to consumer, that is, individual and individual e-commerce activities. The C2C website serves as an information release platform for the conclusion of transactions between buyers and sellers.

2.5.2.3Divided by service type

(1) Information service platform

The information service platform, as its name implies, is an online marketing platform led by the provision of information services, which can provide useful business information for domestic and foreign member merchants, and provide a series of services from raw material procurement to commodity supply for both parties to facilitate transactions.

(2) Online trading platform

The online trading platform not only provides the display of a variety of information services, but can also use the Internet online platform to complete a series of functions such as search, consultation, comparison, order placement, payment, logistics, and evaluation, and finally form a system of global Internet of Things shopping platform. Due to the comprehensive functions of the online trading platform model, which can better meet the requirements of users, the current online trading platform model has developed into the mainstream model of cross-border e-commerce.

2.5.3Theoretical support

2.5.3.1Transaction cost theory

According to the transaction cost theory, human business exchange activities are always accompanied by transaction costs. Whether it is trade circulation between enterprises or countries, it is nothing more than to obtain profits, so certain trade costs are bound to occur. To a certain extent, the level of trade costs will also determine the value of trade itself, the success rate of trade, and the level of profit, which in turn determines the competitiveness of the trading party.

High information costs are an insurmountable obstacle for traditional foreign trade. Frequent information screening and analysis will inevitably lead to excessive cost accumulation. Perhaps relative to some high-margin trades, they can withstand high costs, but most traders find it difficult to accept the cost pressures of traditional trade.

Compared with traditional foreign trade, e-commerce based on the Internet has obvious advantages in trade search, information exchange, trade negotiation, product procurement and inventory, human and material resources. At present, network information technology has fully covered the management and operation of various enterprises in our country. The paperless feature of e-commerce saves the cost of materials and mailing in the process of enterprise transactions. In addition, the globality and immediacy of cross-border e-commerce have also eliminated time and geographical restrictions in international trade.

With the rise of big data today, cross-border e-commerce can avoid the generation of many unnecessary expenses. Traders can obtain the information they need based on the Internet, transmit product information, and discuss trade details. Even if trade negotiations are blocked, the costs incurred are much lower than traditional foreign trade. Not to mention the impact of network information technology on internal management such as enterprise management, personnel and material distribution, product information management, etc., from the perspective of trade negotiation alone, e-commerce that is not restricted by geographical areas and reduces time costs will inevitably be more cost-saving. Advantage.

2.5.3.2Agglomeration effect theory

As described by the famous economist Weber in the theory of agglomeration effect, the spatial economic effects of various industries and economic activities can attract the agglomeration of economic activities and promote the specialization of labor organization. A number of high-tech industrial clusters have been formed, represented by the Silicon Valley of the United States. In the same way, the development of cross-border e-commerce has played a significant role in promoting the change of business models of foreign trade enterprises, and the optimization and upgrading of industrial chains such as technology and information, logistics, information, and warehousing.

In the years of the gradual development of e-commerce, related technologies, operating models, production models, and information resource ratios have been gradually exchanged and improved, and the concept of cooperative trade has won the recognition of various enterprises and merchants. For long-term development, close ties have been established between traders, and the electronic trading environment has also become more perfect in the coexistence of competition and cooperation. Driven by the new trade model, established companies have successively made breakthroughs in demand and opened up new business opportunities; new companies have been born continuously, injecting new blood into the trading circle. For enterprises, e-commerce has a positive effect on the adjustment of resource allocation, enterprise structure, and development direction. Information exchange under e-commerce, technology complementary, and capital chains are closely linked, which enables the healthy development of the trade environment.

The development of electronic trade-related industries such as online shopping has given consumers more ways to buy, and relatively increased economic benefits for businesses. At the same time, cross-border e-commerce

Trade methods were opened up, and jobs were indirectly provided, and a number of new entrepreneurial models emerged one after another. It has further improved China's trade structure and facilitated the exchange of trade information. All in all, the rise of cross-border e-commerce has closely linked various related industrial chains, bringing closer economic ties within the industry and between trading companies.

RESEARCH METHODS

3.1 Introduction

This article adopts a variety of research methods, hoping that through research, it can sort out the status quo of the development of cross-border e-commerce in China, discover the problems of cross-border e-commerce, and put forward effective countermeasures and suggestions for the development of cross-border e-commerce in my country. Suggest.

Based on the research and study of reference documents, the research plan is as follows: Use the PEST research method to study the macro environment of China's cross-border e-commerce, and investigate the four levels of policy, economy, society and technology. Analyze China's cross-border e-commerce environment.

Next, turn to the micro perspective, conduct a quantitative analysis through questionnaire surveys, design questionnaires from four aspects of strengths, weaknesses, opportunities and threats to study the audience satisfaction of Taobao platform.

Through the results of the PEST research and questionnaire survey, a more detailed SWOT analysis of Taobao was conducted to find out the shortcomings of Taobao in cross-border e-commerce. Because Taobao is China's largest cross-border e-commerce platform in terms of scale and influence, the research on Taobao is representative and can provide references for other cross-border e-commerce companies. Through Taobao's SWOT analysis, suggestions and countermeasures are put forward for the development of cross-border e-commerce.

3.2 Research design

China has a huge cross-border e-commerce industry with numerous e-commerce platforms. Therefore, this article chooses China's most representative e-commerce platform-Taobao under Alibaba as the research object. Taobao is the first e-commerce platform to appear in China, with the largest audience and the most influential e-commerce platform.

The purpose of this questionnaire survey is to analyze the advantages, disadvantages, opportunities and threats that hinder the development of Taobao by understanding the respondents' satisfaction with using Taobao for online shopping.

3.3 Type of method used

Using quantitative analysis research methods, design and issue questionnaires, collect and sort out the data by recycling the questionnaires, and provide data support for the following research.

3.4 Questionnaire design

This research questionnaire is divided into two parts: The first part is the title, which introduces the theme and purpose of the questionnaire, and emphasizes that the personal information of the interviewee will not be disclosed. The second part is the main body of the questionnaire. Various variables are measured using Likert's 5-level scale. The content of the questionnaire will be displayed and analyzed in Chapter 4. The complete questionnaire is in Appendix B.

3.5 Sampling plan

Because China has a large population, it is difficult to count the number of Taobao users, so in the case of unknown size of the population, the sample size calculated using the following formula:

n=p(1-p)Z2/e2

n is the sample size required.

Z is the z-value at the specific confidence level or significance level.

p is the maximum variability of the population.

e is the degree of allowable sampling error.

(Cochran (1963:75)

For this research, we desire a 95% confidence level or a significance level of 0.05, which provided Z = 1.96. The value of p is 0.5, q is 0.5, and e is 0.05.

Therefore n is 0.5(1-0.5)*1.962/(0.05*0.05)=384.16.

Therefore, the sample size of this survey is at least 385.

3.6 Time range

Regarding the research theme and research objects, the formal survey of this research mainly conducted questionnaire surveys through online channels. The questionnaire is established by sending the "Questionnaire Star" editor of the questionnaire survey platform; the online questionnaire is mainly to contact respondents with online shopping habits and invite them to fill in and submit the questionnaire online. The age range of the respondents is set between 22 and 40 years old, because respondents within this age range have a relatively stable income level and can skillfully use the Internet for online shopping. This survey does not make statistics on the gender of the interviewees.

3.7 Data collection

3.7.1Questionnaire data collection

Combined with the existing information, the related basic concept research was introduced, and data collection was completed. The focus is on the following questions: use questionnaire surveys, then test the data and finally get the results, and analyze the respondents' comprehensive recognition of the Taobao platform.

3.7.2 PEST data collection

In order to ensure the objectivity of the article, when conducting PEST analysis, we used official searchable data to screen, process and summarize the data that is helpful to the research of the paper. The data comes from the National Bureau of Statistics of China (www.stats.gov.cn) and iiMedia Consulting. (www.iimedia.cn).

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THE LITERATURE REVIEW ON TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE PERFORMANCE

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ABSTRACT

This article presents a literature review on transformational leadership and employee performance. The literature review, based on research from international databases published between 2014 – 2020, aims to combine crucial concepts, theories, and measurement accepted in the variables. Transformational leadership denotes a transparent chain of command where the goals are pre-defined, employee performance is monitored, and employee's rewards and punishment, which are communicated, are contingent on his/her performance. The review exists that transformational leadership has the following related elements as an idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Besides, the effectiveness of the employee performance is composed of work quality, team play, overall performance, work result, work knowledge, initiative, organization capability, and responsibility. The components of the variables also are gained, and the measurement is accepted to be applied in the research works for collecting complete and accurate data for future qualitative research.

Keywork: Transformational leadership / Employee performance

INTRODUCTION

In the present mechanical competitive world, organizations have globally expanded and encountered many challenges to achieve their goals. Their leaders has played a vital role in pursuing their accomplishment and encouraging their employees to perform their successful job with satisfaction. Work is essential to the sustenance of every human being. It is for a desire to advance one's life in his work efficiently and achieve results for oneself, family, and organization. Therefore, self-development becomes a key to preparing work employees to be ready for their life-changing and world competition. Performance is the act or process that employees perform their task and action. A review finds that the variable of transformational leadership is related to employee performance. The leadership style is also considered the most crucial title in the management field, particularly concerning employee performance (EP) (Semedo et al., 2016), which is involved in the effectiveness of team performance. This statement describes that transformational leadership practices are essential to employee performance and can increase organization profitability. While Gang Wang et al. (2011) also points that transformational leadership positively correlates with employee performance, which can help increase the overall productivity of employees, and vital for achieving the organization goals. For employee performance, it is the most fundamental element to define the success or failure of an organization (Aguinis, 2013). Besides, effective leadership is the most major pillar of an organization, by which employees can be motivated toward high levels of performance, leading to the success of an organization.

On the other hand, its absence can trigger an organization's failure (Kiersch, 2012). Effective leadership behavior can improve and facilitate an organization's performance in the face of new challenges (Koech and Namusonge, 2012). The leader-employee relationship and EP are also significantly influenced by the leadership style adopted by the managers (Jeremy et al., 2012). Generally, influential leaders foster, sustain, and maintain a corporate culture, improving employee productivity and performance (Hennessey, 1998). For this review, the reviewer gathers information on variables from different sources to analyze, synthesize, and acquire concepts, theories, variable elements, and variable measurement applied as a guideline for future research. This literature review is divided into three parts. Part 1: employee performance, Part 2: transformational leadership, and Part 3: the relationship between transformational leadership and employee performance.

2. Body of paper

Part 1 Employee performance

The importance of employee performance

Employee performance influences the organization, including productivity, quality, attendance, and a collaborative attitude (Gordon, 2000). Employee performance depends on the labor standards resulting from their talent, effort, and support, which will be decreased whether any of the factors are reduced or missing. Many scholars comment that one’s abilities result from talents and interests while time and efforts are influenced by corporate motivations, incentives, and support designs. These include training, human resource development, and adequate organization equipment, enabling employees to work most effectively.

Concept and theory of employee performance

The concept of performance is relevant to individuals and organizations, with such importance that it has drawn considerable research attention and received practical attention. Despite their importance, there is no unanimous and precise definition of employee performance because of the context of each organization. Therefore, it can realize that employee performance refers to the activities and works performed by employees as individual results, which definitely benefits the organization performance. However, the leaders can evaluate employee performance through various mechanisms, such as employees with high operational ambition to achieve the organization's goals and remain competitive commercially (Choong, K.K., 2014).

According to a review of relevant research literature, concepts, and theories focusing on employee performance, many scholars are interested in a wide range of topics with similar or identical elements in the same group. Academic staff have provided various components of employee performance, which can be summarized as follows. See Table 1.

Table 1 The literature review construction of employee performance

Author (Year)	Work quality	Team play	Overall performance	Work result	Work knowledge	Initiative	Organization capability	Responsibility
Sharma, J. and Dhar, R.L. (2016)	x	x	x		x	x	x	x
Soomro, B.A. and Shah, N. (2019)	x	x						x
Torlak, N.G., and Kuzey, C. (2019)	x	x					x	
Ali Hasaballah, A.H., Genc, O.F., Mohamad, O.B., and Ahmed, Z.U. (2019)		x						
Ra'ed Masa'deh, Obeidat, B.Y., and Tarhini, A. (2016)	x				x			
Shahzad, I.A., Farrukh, M., Kanwal, N. and Sakib, A. (2018)	x		x		x			x
Valaei, N. and Jiroudi, S. (2016)					x		x	
Siengthai, S., and Pila-Ngarm, P. (2016)					x	x		x
Saleem, M. A., Bhutta, Z. M., Nauman, M., and Zahra, S. (2019)	x							
Pawirosumarto, S., Sarjana, P.K., and Gunawan, R. (2017)	x		x					
Soomro, B.A. and Shah, N. (2019)	x							
Okta et al. (2015)	x	x		x				
Taba, M.I. (2018)		x					x	
Philippaers, K., Cuyper, N.D. and Forrier, A. (2019)	x		x					

Table 2 Description of employee performance

Construction	Detail
Work quality	Work quality is the implementation of activities related to the work they performed according to the organization and consistent with the requirements set by the organization.
Team play Overall performance	Team play is a smooth way to collaborate with others. Overall performance is the ability of an organization to achieve its goals.
Work result	Work result is the employee performance to achieve goals and passed according to the standards set by the organization.
Work knowledge	Work knowledge by people who can apply existing knowledge to the appropriate technology.
Initiative	Initiative is creativity that an employee is courageous to think and do something different from others that leads benefits to oneself and organization.
Organization capability	Organization capability is a subject matter of organizational expertise. Its core is an ability to achieve an organization mission and to gain an advantage over competitors effectively.
Responsibility	Responsibility is a state of being responsible, honest, and accepting of performance results from the performer role.

In the contexts of each organization, the composition of employee performance is not clearly defined, yet, some other elements and components are used to evaluate employee performance, including overall performance, judgement, extra-role performance, intra-role performance, attitude, credibility, absence, and other matters set by the organization to require employees to be achieved. Therefore, each organization establishes a different form of assessment to implement decision-making to promote, improve, and modify, to be practiced to achieve the organization's goals.

Measurement of employee performance

Employee performance can be measured by activities and behaviors controlled by employers and involved in the organization's goals (Campbell, J.P., McCloy, R.A., Oppler, S.H. and Sager, C.E., 1993). The employee performance assessment measurement is varied by the organization, commonly used as 5-10 Likert's scale, covering each emphasized topic of organization. This measurement is used to check the content validity and try out. It can also be obtained in quality questionnaires for further research.

Part 2 Transformational leadership

The importance of transformational leadership

The leadership styles are classifications of how a leader behaves when leading a group or the norm of behavior in which a leading person tries to act on others. Each leader has performed different styles to empower, motivate, encourage, control, influence his/her potential on their employees in pursuing their goals. Therefore, as perceived, all leadership actions are called leadership traits (Ivancevich, J.M., Konopaske and R., Matteson, M.T., 2008).

The concept and theory of transformational leadership

Bass (2000) argued that transformational leadership preserves the employees from feeling alienated at work by involving them in decision-making and taking their ideas, making them feel essential and motivating them to do well. Transformational leadership leaders (TFL) are passionate, energetic who empower a group with a long-term vision. Moreover, the leaders focus on helping their employees, pushing forward them to achieve their goals, and warmly sharing good ideas with their group. According to transformational leadership, the employees will get inspiration and cater to the individual and organization needs. Therefore, transformation leadership eases both organizational changes and strategic management processes in the organization.

According to Burns (1978), a thing that sets them apart from other leaders is the leader's appreciation towards employees' accomplishment and how they motivate their employees to achieve their higher potential. Besides, Ingram (2018) states that transformational leadership focuses on inspiration, learning, justice, team building, motivation, innovation, and collaboration to change for the better. These factors can decrease employee turnover and support them more productive. TFL sets goals and incentives to push subordinates for a higher level of performance while also providing opportunities for personal and professional growth of each employee and, in turn leading the company to the highest realms of success in the future (Miles, 1998). TFL has four additional components: idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS) and individualized consideration (IC) (Northouse, 2013).

The concept of Bass and Avolio offers entire leadership using the analysis of leadership elements according to the leadership model proposed by 1985. The model consists of three major types of leadership; transformational leadership, transactional leadership, and Laissez-faire leadership or non-leadership behavior. The literature review explores that transformational leadership is the most popular theory used in various studies. It is a process in which leaders have influenced their co-workers and followers, transformed their efforts to higher expected efforts, initiated awareness of the mission and vision of the group and the organization, motivated group participants to be interested in the benefits of the organization or society through four specific behavior elements, known as "4I's" (Four I's) follows.

1. Idealized Influence (II) means that leaders behave as core models. The leaders honor, respect, trust, encourage, and proud of their followers. The leaders have these characteristics because they have their vision and would like to pass it on to their followers. This character is more consistent than being emotionally to control their emotions in critical situations. The leaders are the trusted person to do the right thing with high moral and ethics. The leaders avoid using their power for their gains. The follower imitates the leader and behavior of leaders from building self-confidence, efficiency and self-respect.

2. Inspiration Motivation (IM) means that the leaders behave in a direction that motivates and inspires their followers. The leaders create incentives within the meaning and challenges in the follower leaders' work and stimulate team spirit. The leaders also establish and convey the hopes they need and show dedication or commitment to a common goal and vision. The leaders demonstrate confidence and a solid determination to achieve their objectives, help followers with their interests, and develop their commitment to long-term goals.

3. Intellectual Stimulation (IS) means that the leaders motivate their followers to be aware of the problems that arise in the agency, enhance the followers to find new solutions to solve their problems, develop a better conclusion that brings about new creativity. The leaders have systematic thinking and creative problem-solving. They have hypotheses made, and be

reframing encourages followers to try new solutions. The leaders always encourage the followers to express their ideas and not criticize their thoughts. The followers are enhanced to question their values. Besides, beliefs and traditional cognitive stimulation are integral parts of developing a follower's ability to realize, understand, and solve themselves.

4. Individualized Consideration (IC) means that the leaders are in a relationship with the person, caring for individual followers and making followers feel valued and vital. The leader will be a coach and an advisor. Therefore, in the development of followers, leaders will pay particular attention to the needs of the individual. For the achievement and growth of each person, leaders develop the potential of followers to the next level. The leaders will also treat their followers by learning new things, creating a supportive atmosphere, and individual differences in needs. The leaders always understand and accept individual differences. Furthermore, seeing each individual's value rather than an employee or just a production factor allows followers to make the most of their talents and challenging abilities.

According to the literature review, scholars are interested in and accepted the concept of Bass and Avolio (1996), including Ribeiro, N., Yücel, I. and Gomes, D. (2018). However, there are some changes in predicting engagement and performance. The review proves that, from a total of 476 Turkish healthcare professionals, transformational leadership is related to employee performance ($r = 0.310$; $p \leq 0.01$). Moreover, Torlak, N.G., and Kuzey, C. (2019) emphasize leadership, job satisfaction and the linkage of performance in Pakistani private educational institutions. The research results are as follows: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are relevant. This study is investigated that there is a significant relationship between employees' job satisfaction and performance. In addition, other elements that scholars are interested in studying, followed by Ribeiro, N., Yücel, I. and Gomes, D. (2018), are proper leadership and employee performance. This study tests the relationship between proper leadership and employee performance, which has essential components, including self-awareness, relational transparency, balanced processing, integrity, and ethics. See Table 3.

Table 3 The literature review construction of transformational leadership

Author (Year)	Idealized influence	Inspiration motivation	Intellectual stimulation	Individualized consideration	transactional leadership
Ribeiro, N., Yücel, I. and Gomes, D. (2018)	x	x	x	x	
Biswas, S. and Varma, A. (2014)	x	x	x	x	
Torlak, N.G., and Kuzey, C. (2019)	x	x	x	x	
Saleem, M. A., Bhutta, Z. M., Nauman, M., and Zahra, S. (2019)			x	x	
Hassi, A. (2019)	x	x	x		x
Mwesigwa, R., Tusiime, I. and Ssekiziyivu, B. (2020)	x	x	x	x	x
Gyensare, M.A., Kumedzro, L.E, Sanda, A. and Boso, N. (2017)	x	x	x	x	
Mesu, J., Sanders, K., and Riemsdijk, M.V. (2015)	x	x	x	x	
Mwesigwa, R., Tusiime, I. and Ssekiziyivu, B. (2020)	x	x	x	x	x
Mickson, M.K. and Anlesinya, A. (2020)	x	x	x	x	x
Dartey-Baah, K. and Ampofo, E. (2016)					x
Simon C.H. Chan (2020)	x	x	x	x	
Al-edenat (2018)	x	x	x	x	
Puni, A., Mohammed, I. and Asamoah, E. (2018)	x	x	x	x	

Measurement of transformational leadership

The measurement of transformational leadership consists of four areas: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration; a measure of the Multifactor Leadership Questionnaire (MLQ) of Bass and Avolio (1996) is commonly used. There are 20 questions in the questionnaire. The characteristics of the scale are characterized by Likert's scales in 4 levels, which are most, most, moderate and less. An idealized influence has 8 items; inspiration motivation has 4 items; intellectual stimulation has 4 items and individualized consideration has 4 items. They are often used and translated into different languages to provide accurate data collection in the culture and context in the factors of the repository area. (Ribeiro, N., Yücel, I. and Gomes, D. (2018), Biswas, S. and Varma, A. (2014), Torlak, N.G., and Kuzey, C. (2019), Saleem, M. A., Bhutta, Z. M., Nauman, M., and Zahra, S. (2019))

Part 3 The relationship between transformational leadership and employee performance

According to the relationship between transformational leadership and employee performance, scholars have worked on demonstrating the relationship. In this study, the researcher has reviewed relevant literature, especially on the relationship between transformational leadership and the productivity factor of employee performance, which can be summarized as follows:

Kammerhoff, J., Lauenstein, O., and Schütz, A. (2019) study the effectiveness of work performance and job satisfaction in a not-for-profit orchestra: a study of transformational leadership and job satisfaction to mitigate the conflict of musicians in the orchestra. The results of the study prove that transformational leadership is positively related to employee performance.

Nasab, A.H., and Afshari, L. (2019) emphasize leadership employee engagement and employee performance. The study results are investigated that true leadership is related to the effectiveness of employees performing their jobs.

Pawirosumarto, S., Sarjana, P.K., and Gunawan, R. (2017) focus on leadership styles and organizational culture on job satisfaction and their impacts on employee performance in Parador hotels and resorts in Indonesia. The results of the study shows that leadership is related to the performance of employees.

Ra'ed Masa'deh, Obeidat, B.Y., and Tarhini, A. (2016) learn about Jordan's empirical study of the relationship between transformational leadership, knowledge sharing, and employee performance. The study results show that leadership styles and transformational leadership have a relationship with the performance of employees.

Ribeiro, N., Yücel, I., and Gomes, D. (2018) study transformational leadership predicting emotional engagement and employee performance. The results of the study show that transformational leadership is related to the performance of employees.

Saleem, M. A., Bhutta, Z. M., Nauman, M., and Zahra, S. (2019) emphasize enhancing the effectiveness of work performance, employee engagement and transformational leadership. The results of the research were as follows: transformational leadership was positively correlated with employee performance.

Simon C.H. Chan (2020) studies transformational leadership and the effectiveness of the work of the volunteers in the service related to education. The research results are followed as transformational leadership directly impacts the performance of the volunteers in the service of education.

Torlak, N.G., and Kuzey, C. (2019) work on leadership, job satisfaction and operational effectiveness in Pakistani private educational institutions. The study results define idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration related to employee performance.

The literature review also shows that the scholars have accepted the theory and conducted studies to confirm the relationship between transformational leadership and employee performance and develop new consistency variable elements, which other researchers can contribute to their future research effectively.

CONCLUSION

The literature review finds that there are variables related to employee performance, namely transformational leadership, to obtain the elements of each variable and quality measurement in which the employee performance variables. There are various components such as work quality, work knowledge, team play, responsibility, organization performance, overall performance, initiative, decision-making, extra-role performances, attitude, credibility, and absence. In addition, the questionnaires are commonly used to collect data which a scale characterizes the measurement from 5-10 levels as appropriate for the research, test, and try out. In summary, transformational leadership by the famous theory of Bass and Avolio (1996) consists of three primary styles: transformational leadership, transactional leadership and Laissez-faire leadership. However, transformational leadership theory is the most popular concept to be referred to, which defines that the leaders impact their followers and transform the partners' efforts to higher expected efforts. There are four components consists of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. The Multifactor Leadership Questionnaire (MLQ) measurement of Bass and Avolio (1995) is commonly used in 20 questionnaires and followed Likert's scales, then translated into different languages for collection. This literature review yields the concepts, theories, components and measurement of the employee performance variables and transformational leadership. The information obtained from this review can be used to develop quality research in future research.

ACKNOWLEDGMENT

This article examines to study the concept, theories and measurement principles about transformational leadership and employee performance to use the information for further research.

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KEY SUCCESS DETERMINANTS FOR NEW PRODUCT DEVELOPMENT PROCESS IN BEAUTY INDUSTRY

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ABSTRACT

This paper was analysis of the factors that are critical to successful product development. In order to investigation of key success determinants for new product development process in beauty industry in Thailand. The objectives are (1) to critical analyse and explore specifically factors that affect NPD of beauty industry in Thailand. (2)To examine each stages of NPD process specific to the beauty industry and explore key practices. (3) To explore the impact of customer participation on NPD of beauty industry in Thailand. Hypothesis with adopting the five Stage-Gate model was used to analysis that lead to successful of NPD process, and customer participation in NPD process as the best practice for companies in the industry in term of efficient implementation and customer satisfaction. The result found out that there are keys success such as quality market research, market trend, team synergy and customer adoption of the new product and technology. As there is lack of beauty industry in Thailand information. This research contained both secondary data and primary data, literature shows the secondary data about innovation and new product development process, primary data is from in-depth interview with fives sampling companies in beauty industry in Thailand.

Keywords: key success, trust, new product development, determinants, beauty industry

INTRODUCTION

New product development (NPD) projects tend to fail, either in the last stage of the development process or in the later commercial stage. The underlying causes of failure can often be traced to the beginning stage, in what is often called the front end of NPD. Broadly speaking, this stage is defined as the period between the initial consideration of a new product idea and the decision to begin or to abort development of the product (Kim and Wilemon 2002). The latest trend in Beauty and Personal Care industry in 21th century representing new perspective of scientific innovation which driving by customer aspiration. For instance, the customer wished for a new, better and safer product which will be companies responsibility to deliver the product with those qualification to satisfy customer need. According to Cosmetics Europe (2016) stated that European Beauty and Personal Care is the largest market in the world with the value of 77 billion euro which are Germany, United Kingdom, France and Italy.

Technology changes rapidly these day, new technology has created to satisfy market need and help company gain the competitive advantage among competitors in the particular industry around the world. Launching new product in to the market is not the end of the process and cannot disclose if the new product is success or not. as well as beauty industry in Thailand. Providing the newest technology to market do not guarantee the success of the new product development, therefore, this research aims to find out key success determinants for new product development (NPD) Process in beauty industry in Thailand. According to Chutima (2016) stated that quality of product and customer relation seem as a keys success for running business in Thailand. The quality must reasonable when comparing to the price and it is very important that products or services should satisfy need of the customer. The power of word of mouth affects directly to products and services within the industry, once the quality or relation between company and customer is good, the company reputation is more reliable. Even though, the key factors have found out, there are various of companies still fail in the process of new product development. The reason for this is unsystematic process of the new product development process and lack of knowledge in keys determinants in each stage. In each industry have different factors in order to bring out the successful to the business. In beauty industry, the most important factors that affected demand for beauty products and services (as secondary data) may summarised such as demographic and social factors, economic factors, technology, service and budget. Once company miss considered these factors or use these factors in unsuitable stage the percentage of success in New Product Development process can be decrease (Chutima, 2016).

The research carries out both primary data and secondary data, primary data collect use in term of companies in-depth interviewing about internal process of new product development. The size of sampling are five companies within beauty industry, Thailand. Comparative case study has chosen in order to analyse and clarify different point of views from each company. The secondary data is literature review which collect from other researches, the limitation is key success factors of new product development is very specific and none of public research published. This research will adopt the Stage-Gate model by Cooper (1986) and customer participation in new product development process. Researcher will collect internal data from companies interview in order to find out key success determinants for new product development in each stage. This paper carries out five section, the first is introduction. The second is literature review, following by, methodology and in section fourth which carry out data analysis results and discussion which analyses data from literature, methodology and hypothesis. The last section is conclusion and discussions

LITERATURE REVIEW

2. 1 Innovation

There are numerous definitions of innovation, but they are all about achieve the development and exploitation of new knowledge not only its invention. Innovation is not simple as when someone come up with a good idea, it is also the process of turning opportunity for a different business, product and service into the idea and developing these to use practically (Hargardon, 2003) (Peter, 2016). The process are actions which integrate three elements within the organization such as creative individual, company's structure and external relations, company's operating function and activities both products and services (Trott, 2008). For instance, the integration of business and social media created the new era of marketing as marketing innovation which allowed company do its commercial and advertisement through social media application. Although innovation is seen as a powerful tool of obtaining the competitive advantage and defending strategic position, however, there is absolutely no guarantee for the success.

2.2 Innovation Management

Innovation seems to be important tool for companies, it cannot be denied that innovation is the key to the growth and economic performance of companies. Innovation help companies to generate long-term of their growth, stability, sustainable performance and sustained position as a leader of the industry (Cottam et al, 2001; Van de Panne et al, 2003). Hipp et al (2000), argue that innovative companies are typically achieve stronger growth by increase their profitability and more likely to increase their sales in the future than non-innovative companies. Similarly, other studies stated that firms who state at innovation failure will have less ability to build up their growth which not effect in the short-term, therefore, companies must be monitored for constant innovation efforts (Fitzsimmons & Fitzsimmons, 2008; Blumentritt et al, 2005).

2.3 Product Innovation and Service Innovation

According to Van Kleef and Van Trijp (2003) stated that the understanding of consumer need is the greatest strategic value for new product performance, especially, in the primary stages of the NPD process. The radical change on a new product or service from New Product Development and New Service Development is very important, the radical improvement product has expected to be exist by customers rather than line extension product. The customer research is one of the important key that should not be left out, Wind and Mahajan (1997) argue that most of customer research focus on constant innovations in predictable market, new research should support customers to identify their true need in future. Similarly, Van Kleef and Van Trijp (2003) argue that customer research should focus on solving the problem of customers who difficulty expressing their future need.

2.3.1 New Product Development (NPD): New product development (NPD) are activities that help to bring from an idea concept of market opportunity to a new product which able to reach market commercial stage (Krishnan & Ulrich, 2001). This process is very important to the companies in term of competitiveness and profitability, it can be the most effective money-making tool when comparing to the merger, alliances and joint-venture strategy (Peter & Colm, 2016). New product development seen as predevelopment activities which minimising risk and help companies significantly improve the successful rate of new product and also have a strong relation with financial performance (Montoya-Weiss & Calantone, 1994). The successful of new product or service could offer a company’s competitive advantage sustainability which is the key of a company’s overall performance successful (Loch et al., 1996), it can be assume that the more effective of new product development process, the more the company can gain the competitive advantage. However, in today's market, it difficult for developing a new product due to high competitive in the market (Menon et al.,2002) and the rapid change of customer taste and technological change which leads to a shorter product life cycle which mean companies should be more proactive to accomplish the development process.

2.4 New Product Development and Innovation

The development process of the new product is find out different in each company and project, therefore, the company should have a flexibility on their process standard in order to adapt to each product and project appropriately. The implementation plan seen as a strategy, most companies considered a development plan as a difficult process that can be change throughout the situation due to its instability and high infeasibility. Whereas, many researchers currently argue that the process can be plan systematically by differentiate type of product and project and use the similar process in particular product or project. However, researchers point out that the most efficient way to classify is innovation level which can be described in two types; product new to the world or organisation and product newness regarding technology, market and process (Song & Motoya, 1998). According to Song and Motoya (1998) they also point out that innovation strategy also contributed in product planning stage of New Product Development process.

2.5 New Product Development and Customer Participation

According to Van Kleef and Van Trijp, 2003 stated that the understanding of customer need is the greatest strategic value for new product performance, especially, in the primary stages of the NPD process. The challenge for firms will be how to generate new knowledge and to ensure that the customer opinion has involved and considered in the New Product Development process to reach customer needs and satisfy them (Slater & Narver, 1998; 2000). Therefore, there is the idea that companies will have opportunity to improve their innovation performance if they engaged with their customers. The idea assumed that engaging with customers will help company identify needs and solutions.

2.6 New Product Development and Industries

According to Ray and Gavin (2006) state that Product or Process Management are systematic combined with research, development and marketing in order to satisfy a target customer need. Regards to Booz, Allen and Hamilton (1982) and Cooper and Kleinschmidt (1986), it can be assumed that there are four basics stage in all development models such as product strategy development, product design and development, product commercialisation and product launch and post-launch. Additionally, there are also classify the level of product newness into three types such as new to the world, product improvement and cost reduction which help defined level of innovation into three types such as incremental, major and radical. For example, products that have a similar platform will be grouped together, change in platform will be grouped as derivative change, and it also mentioned that it is possible to create a new platform and bring out a radical change (Earle & Earle, 2000), what is more, the product will be considered as success only when its market and financial successful.

2.7 New Product Development and Beauty Industry

According to Chutima (2016) stated that some of customer behaviour in Beauty and Personal Care Industry in Thailand related to customer need and effort market relationship as quality of product and service to satisfy their need, reasonable product price, positive reputation heard by word of mouth, convenient distribution channels. According to strategy consultant Roland (2013) stated that the company can success in their NPD by intensively considered matter methods which right method should be select at the right time. The successful methods combined from different sector such as research and development, customer integration market research, quality of production, logistic, and project management. However, in term of Beauty and Personal Care Industry it found out that market research is one of the key that helps support the New Product Development process. Market research is a report that systematically record and analyse data between customer, competitors and market. Market research helps company delivering the essential information to create and develop up-to-date strategy in order to solve market challenge situation. High quality market research help company see the overview of the business in long-term by analysing the data of consumer behaviours, needs, attitudes and opinions to minimise risks in market situation (The Times 100, 2017). According to L'Oréal (2013) stated that product conceptual has create by marketing team and designer which support each other for anticipating the industrial feasibility of product concept. After in the product testing stage, it is the stage where the company test their new product with actual customers. A sample will be containing in a blank container and sent to customers. Consequently, normally customers judge the product by its packaging and advertising which sometimes create bias on how they think about product before they actually try it. The stage of testing seems very important in the product development process, it finds out that many companies fail after launch stage even though they have a great advertising, the reason for this is the new product cannot satisfy customer need by shortage of the promise made. Tracking customer can be carried out customers feedback about the new product on how they would purchase it. From the research, it can be assumed that NPD process of beauty and personal care industry should start and base on customer needs. Besides, good quality of market research is required in order to estimate and minimise risk of new product idea which will help companies gain the maximum return when launched.

RESEARCH METHODOLOGY

3.1 Research Design

This research would be managed as a controlled the quantitative approach and the qualitative approach by collect the data from questionnaire, individual interviews, focus groups, observations and action research. In this research, the sample of data is the general people and the people who related with the new product development and customers in Thailand. This paper focuses deeply on selected small group of samples, quantitative method typically depends on probability samples normally simplification from large group sample

3.2 Data Collection and Analysis

The questionnaire is tool for collecting data that are an open-ended question and close-ended. Interview, observation are used to collect data. Therefore, in this research, both of primary and secondary data have involved. The literature is done by using secondary data collection and finding part is using primary data collection. With involvement between primary data and qualitative research method will help researcher reach the objective of the research.

3.3 Comparative case studies approach

To be able to collect a good quality of information, the specific of each case should be clearly described at the beginning of the study such as what need to be investigated within the study, in addition, the understanding of each case also important in term of analytic framework for cases comparison. However, to reach aims of this study, five companies were selected that would help conceptualised and described the how company implementing NPD process within beauty industry in Thailand by interviewing their NPD implementation. The multiple comparative case study approach is appropriate for examining facts about successful and failure in NPD within the industry. The name of the company is will provide only for the main company of this study. whereas, other three are not disclosed and will be referred as Company A, Company B, Company C and Company D.

RESULTS AND FINDINGS

The result form case studies can be clearly seen that customer participation is the main key factor in NPD process, following by synergy within working team, quality of research, timing of product processing and launching, and follow up after product launch. Open innovation also help company increase the successful possibility cause by the brainstorming from different department and organisation such as the company and outsource laboratory. What is more, companies who follows the stage gate model by Cooper (1986) seen as a successful in NPD cause by various stage of analysing and decision making. To answer research questions and achieve aims of the research, data collecting from in-depth interview with five companies are analysed together with literature review. To answer research objectives, key points of result are summerised as follow;

(1) Successful companies concerned more methods in NPD process: as from literature review and case studies found out that the successful companies use market research in the early stage of new product development such as company B, C and D that considered customer need as a main factor to run each process, following by quality market research, team synergy

both internal and external and risk minimizing by business analyzing. While, the failure companies seen as lack of quality research and understanding of customer need.

(2) Successful companies have a good timing of choose the right methods at the right time : accordint to case studies company B stated that company should select the right technology at the right time in term of competitive advantage. Likewise, company D also agree with that statement. However, Company D also mentioned that new technology may risky because lack of customer adaptation in technology. In the stage of commercialise, timing of product launch seems very important when considered market trend and customer interested as stated by company B, C and D.

(3) Successful companies syndicate different methods from different department such as customer participation, R&D, market research, team synergy and quality: from case study, it can be seen that both companies seem lack of team synergy which lead to lack of market research quality. From this reason, it can miss understand need of customer and market and also lead to choose the wrong product at unsuitable time. While company B, C and D has their synergy with team and outsource in order to bring out the quality research and gain the different point of view from different department for making a decision. Moreover, to double checking during process is also important in order to bring feedbacks from target group back to the develop process to produce the new product that reach customer satisfaction.

What is more, to answer research question of what are factors that affect the successful of NPD within beauty and personal care industry in Thailand and how could the company success on its business by using a more effective and efficient NPD process, the Success Factors and Drivers of NPD Process in Beauty Industry in Thailand are summarised as follows;

(1) Stage of idea generating or discovery such as good quality of market research and customer need.

(2) Stage of idea screening; good quality of market research, risk minimizing and customer need.

(3) Stage of concept development and testing such as communicate with target customer is team collaboration between business analyse, research and development, and laboratory.

(4) Stage of business analysis is price and cost analysis, competitive advantage analysis, and cross-functional synergy.

(5) Stage of product development is standard laboratory, quality to reach customer need and cross-functional synergy.

(6) Stage of market testing as test sampling to target group/ marketing and customer feedback.

(7) Stage of commercialization is timing of product launch and market trend.

(8) After launch (additional stage) is keep in touch for feedbacks and advertising.

The result from hypothesis of adopting the five Stage-Gate model by Cooper (1986) together with customer participation helps companies bring the success in their NPD process can be assumed that it's true due to all successful companies has followed the model and required customer participation in each stage of their process, customer is the key of success in term of customer satisfaction, market trend also help companies produce and launch the new product at the right time, quality of market research helps minimising risk due to changes in customer interested and customer adoption in term of new technology, and team synergy help process to implementing efficiency.

CONCLUSION AND DISCUSSIONS

Regarding discussion chapter, it can be summarised that five Stage-Gate by cooper (1986) together implementing together with customer participation is most suitable for beauty industry in Thailand. With the specific key success for the industry such as customer satisfaction, market trend, quality of market research helps minimising risk due to changes in customer interested and customer adoption in term of new technology, and team synergy help process to implementing efficiency. In case study, the company should follow the NPD model and implementing together with keys success as research result in order to achieve success of NPD in the future.

For the future research, researcher recommend to collect more primary data about company within Beauty and Personal Care industry in Thailand in order to circulate the quality of the research since their still lack in secondary data of this area. The hypothesis can be change into different point of view such as the company should be adopting fuzzy front-end model cause some researcher believe that the front activities are more important for NPD process.

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