

DEFINITION AND ELEMENT SCREENING OF ENTERPRISE ENVIRONMENT FIELD - TAKING HUAWEI TECHNOLOGY CO., LTD. AS AN EXAMPLE*

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Abstract

Enterprise collaborative technological innovation generally encounters low efficiency of internal and external collaboration and difficult implementation of cross departmental cooperation. Field definition, identify the elements of enterprise environment field: innovation strategy, innovation culture, innovation team, innovation system and leadership care, and trace the source according to the literature research method; And through the case of Huawei Technology Co., Ltd.

Keywords: Firm Environment Field, Technological Innovation (TI), Collaborative Innovation

Introduction

In today's era, with the intensification of economic globalization and the massive application of communication, computer and other information technologies, enterprises are facing great competitive pressure, and technological innovation is one of the most powerful ways for enterprises to break through the rapid growth of performance. Although China has now become the world's second largest economy, the country has also vigorously advocated innovation and entrepreneurship, and a large number of innovative enterprises have emerged, such as Huawei, Valin Xingma, China Communications Construction, Haier Group, etc., generally speaking, the innovation of Chinese enterprises is mainly to imitate the innovation stage, and enterprises always keep up with the leading enterprises in developed countries in the world. To study the latest technology of these enterprises for innovation, there are still too few real independent innovation. The reason is that Chinese enterprises still lack the understanding and mastery of the innovation mechanism from the micro level. It is very urgent to study the innovation mechanism in depth.

Technological innovation (TI) is extremely important for enterprises to enhance their competitiveness. With the increasing number of technological innovations made by Chinese enterprises in all walks of life, there are many breakthrough technologies (RTI, radical technology innovation) innovation, some industry core mature enterprises (usually well-known leading enterprises) have created brilliant miracles. Under the influence of what kind of "environmental force field" does this enterprise make collaborative decisions?

Objective of the Study

The study primarily aims to research on these two dimensions as follows:

1. To study the definition and element screening of enterprise environment field and
2. Seek to identify the elements of enterprise environment field

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Related Literature Review

1. Innovation and technological innovation theory

(1) The emergence of innovation theory

In 1912, Schumpeter established his own "innovation theory" in his book economic development theory, and then developed to form a theoretical system based on innovation theory (Feng Xiaohui, 2008).

Schumpeter put forward that innovation includes five aspects: introducing a new product or providing a new quality of a product; Adopt a new technology and new production method; Open up a new market; Obtain a new source of supply of raw materials; Implement a new form of enterprise organization (Shen Aimin, 2005).

Schumpeter believes that innovation should constantly innovate economic institutions from the inside. Innovation is to break old combinations. The successful realization of new combinations is called enterprises, and the corresponding people are called entrepreneurs.

(2) Development of technological innovation theory

The innovation theory develops continuously, and finally forms one is the technological innovation with technological change and technological promotion as the research object, and the other is the institutional innovation with institutional change and institutional formation as the research object (Lv Chuanchang, 2009). The representative of the former is Mens and the representative of the latter is Freeman. The two support and restrict each other. Here, this paper mainly studies technological innovation.

2. Discussion on collaborative innovation from the origin of synergy theory

Synergetic theory is an emerging discipline gradually formed and developed on the basis of multi-disciplinary research since 1970s. It is an important branch theory of system science. Its founder was h.Haken, Professor of Stuttgart University, Federal Germany (Ling Fuhua 1995 translation). Synergy theory mainly studies how an open system far from equilibrium spontaneously appears an orderly structure in time, space and function through its own internal synergy when there is material or energy exchange with the outside world.

Synergy theory holds that synergy refers to the result of synergy, and refers to the overall effect or collective effect produced by the interaction of a large number of subsystems in a complex open system.

As for the definition of collaborative innovation, it has not appeared in the title of the literature among the many documents on CNKI in March 2020. Similarly, articles on Collaborative definition are also missing on CNKI From a large number of Chinese documents called collaborative innovation, collaborative innovation is often translated into collaborative innovation. Usually, the Chinese context is that different subjects cooperate to carry out innovation activities. And it is more regarded as an inter organizational innovation operation or management activity in the literature, such as collaborative innovation between universities and enterprises, or "Collaborative Innovation Center" supported by the government. The research on these concepts accounts for a large proportion in China CNKI.

Along with Chen Jin, Chen Honghua, Yin Ximing and Luo Xiaogen (2020) " The Evolution and Development of Innovation Paradigms in China - Review of Innovation Theory Research Since 1949", it is learned that Professor Chen reviewed the development track of innovation paradigm in Chinese academic research as "independent innovation"- "Comprehensive innovation" - "collaborative innovation" - "integrated innovation" - "meaningful innovation", and Professor Chen Jin believes that "collaborative innovation" was

first concerned in 1997. The problem it solves is "low mobility of industry university research resources and low cooperation efficiency", while its theoretical focus is "multi-agent cross regional coordination of government industry university research". Further combined with other literature, the enlightenment to me and the tutor team is that the research on collaborative innovation has not been deeply studied in China at the micro level of enterprise innovation, especially in the management of enterprise technological innovation, there is still a lack of literature to explore the evolution mechanism of collaborative innovation.

3. Lack of literature research on enterprise micro innovation environment

Any enterprise activity is carried out in a certain environment. Innovation activity is an important activity in the enterprise, and it is also inseparable from the impact of the enterprise's environment. The environment of the enterprise is diverse, among which the cultural and management environment must exist. Therefore, Associated with innovation, there must be the concept of "enterprise innovation culture management environment" or "enterprise innovation environment", which needs to be clarified by researchers.

However, in the literature search, it is recognized that the current innovation environment is usually used in macro occasions, and there is a lack of exploration of enterprise micro innovation environment. As Zheng Qian (2015) pointed out, the OECD's concept of regional innovative milieus (RIM) was first proposed by the European Innovation Research Group, It was defined at the Barcelona conference in 1989 as an informal complex social relationship established by regional actors through mutual collaboration and collective learning process, which helps to improve local innovation ability.

Recent domestic studies, such as Ma Zhiwei (2020) research on the evaluation and construction of innovation and entrepreneurship environment in Xiong'an new area and Liu Fangbo (2019) research on Countermeasures to optimize the innovation ecological environment in Sichuan, mostly explore from the macro perspective of government affecting enterprises, focusing on "market, scientific research, talent, finance, industry, service, foundation, humanities, openness and system", As a conclusion, we can see that the impact on enterprise activities is mainly discussed from the outside of the enterprise. From the micro perspective of enterprises, the internal management, team organization, basic service, innovation incentive and leadership care related to innovation have not been found in Chinese literature. Therefore, it enlightens us again that we can make a more in-depth exploration in the micro field of enterprise innovation management.

Zhao Xibin (2010) proposed that collaborative environment includes internal environment and external environment. Following Zhao Xibin's clue, he and Zhang Guangming (2012, Wuhan University) jointly wrote "enterprise environmental innovation: Enterprise Perspective", and believed that "enterprise environmental innovation" is an important innovation element of enterprises, which is in the same position as technological innovation, management innovation, organizational innovation and system innovation. The author believes that the exploration of innovation environment at the micro level of enterprises is not enough, or the concept of "innovation environment field" can be used to describe the environment of enterprise innovation.

4. Enlightenment of Ikujiro Nonaka on "field" and "knowledge spiral"

(Ikujiro Nonaka, 1994-2017) pointed out that "field" is a shared space as the basis of knowledge innovation. Fields exist in many levels, which can be connected to form a larger field (Basho, which can be translated as "place", English BA). If the field of multiple

individuals is a team, then the organization is a team field. Finally, the market environment is the field of organization. Field is an important basis for knowledge creation. When all "fields" converge into one place (Basho), this creative process will be strengthened.

Organizational knowledge comes from tacit knowledge and explicit knowledge (the cognitive dimension of knowledge creation). It is a spiral creation process of socialization, externalization, combination and internalization (SECI model of knowledge transformation) between individual team organization (the interactive dimension of knowledge creation) (Wu Zengyuan, 2018).

"Field" is a platform for resource concentration, which enables individuals to integrate into the environment and reflect on their own cognition while sharing the cognition of others, so as to realize "self sublimation". He believes that the four knowledge transformation processes in SECI model require different types of "fields" (Dong Xiaoying, 2017), namely the "initial field" in stage s, the "interactive field" in stage e, the "virtual field" in stage C, and the "practice field" in stage I.

In addition, Professor Yujiro Nonaka's research on innovation is also based on the micro perspective of enterprises, which is quite grounded. From centralization to distribution, its innovation leadership activities for enterprises are divided into three layers: the core layer of local knowledge creation, the conditional layer providing resources and scenarios required for knowledge creation, and the structural layer forming the overall framework and direction of knowledge creation (Nonaka, 2012). These discussions have good enlightenment for this study.

In recent years, domestic researchers such as Li Ping, Wu Qinghai and Zhang Hanzhou have introduced, interpreted and studied Yujiro Nonaka's "knowledge creation" theory. However, Yujiro Nonaka's research on "field" is still rare in China, and there is still considerable research space in the subdivision of the role of field. Different from Ba in Japanese, we can use (Chang field, simply CA) to construct a construct called organizational Chang, which may be a meaningful exploration. With the help of the concepts of "gravitational field" and "electromagnetic field" in physics, such as "field strength", it is possible to use physics theory to explain the evolution of technological innovation.

5. A review of collaborative innovation, collaborative innovation environment and research methods in English Literature

Yuanzhu Zhan et al. (2018, University of Liverpool, UK) explore the so-called accelerated innovation, that is, the mechanism that engineering reengineering technology can be more effective in the development of new products in a data-driven environment. Its research method is to conduct in-depth investigation and analysis of five specific innovation cases in five industries. For the mechanism construction, the model of "research problem - theoretical proposition - Case certification" can be used for reference.

Lara Agostini et al. (2015, University of Padua, Italy) in their article "R & D collaboration in the automotive innovation environment an analysis of CO patenting activities", explored the synergy of patent technology development among enterprises and distinguished the types of their partners (alliance or upstream and downstream partners), The research methods used are descriptive statistical analysis and regression analysis. The more ingenious idea of data collection is to use the patent signature of the patent library to analyze the cooperation relationship of innovation activities.

Naubahar Sharif (2009, Hongkong Polytechnic) explicitly proposed the innovation environment, which focused on Hongkong's innovative environment as a region, and the concerns were similar to those of Chinese mainland scholars.

Armin Lau (2010s, German Institutes of textile and fiber research denkendorf – Centre for Management Research) focuses on the micro perspective, constructs the triangle of actors, processes and methods as the understanding of collaborative innovation knowledge base, and uses FMEA, a tool in the field of quality management, It is used to analyze the risk and decision-making of collaborative innovation, and comprehensively analyze the innovation initiatives of the collaborators by using the model driven application development (MAD) method. A highly enlightening questionnaire tool (10W) for analyzing collaborative innovation is designed. This research team intends to use it for reference when investigating enterprise collaborative innovation.

Rodolfo a. Fiorini (2019, Milan Polytechnic University) wrote an article about the roots of collaborative innovation, analyzing the impact of the world outlook of partners on Cooperative Innovation in the process of collaborative innovation. It also analyzes the limitations of innovation decision-makers from the micro perspective. The first is the knowledge and information they master, the second is their cognitive ability, and the third is the time limit of decision-making problems they face. The four quadrant analysis method proposed in his research is to analyze the application of innovation and the knowledge creation field of innovation, that is, the so-called application and domain are two sides of a coin, and uses polyhedron in spatial imagination to describe the cooperation and association of innovation, which can provide reference for me and my mentor team to explore the micro level of collaborative innovation.

Chun Liang Chen et al. (2019, Taiwan University of the arts) conducted in-depth research on the collaborative innovation (cooperative innovation) of 10 small enterprises in Taiwan in their article "the impact on technological innovation of partners collaborative innovation in micro enterprise" (the methods are unstructured research, semi-structured research and structured research).

6. Case study

Case study method is to select one or several cases, systematically classify and sort out their data and materials, and conduct in-depth research on them. Through case study, we can distinguish or clarify the boundary of a phenomenon in the actual environment, and answer "how to change?", "what has changed?", "why has it become like this?", "what is the result after it has become like this?" And other issues (Luo Ting, 2019). The representatives of case study methods are Robert K Yin (Zhou Haitao 2014 Chongqing University translation, which introduces its research methods in detail, which is worthy of reference) and Eisenhardt (1989) Representative Robert K Yin pointed out that the case study method has its special design logic and characteristic data collection, sorting and analysis methods. The general idea is that it does not need to be limited to the research method, but can adopt field research or written (e-mail) For the quality of case studies, we can use multiple data sources to conduct triangular test, and judge the reliability and effectiveness of information sources through convergence.

7. Definition and model of enterprise environment field

Enterprise environment refers to a system composed of some interdependent, mutually restrictive and changing elements. It is a collection of realistic factors that affect enterprise organizational management decision-making, business behavior and business performance. This definition points out that the enterprise environment is an environmental

system including the internal and external environment of the enterprise, which is generally called the system environment view (Zhao Xibin, 2010). The internal environment of an enterprise refers to a humanistic environment formed by the internal system arrangement, culture, interpersonal relationship and working mode of an enterprise organization. The enterprise environment has the characteristics of objectivity, systematicness, dynamics and value (Zhang Guangming, 2012).

European scholars define the innovation environment as "a complex network of a series or main informal social relationships in a specific region, which often determines a specific external image and a specific internal representation and sense of belonging, so as to enhance local innovation ability through a collective learning process". The focus is on regional environmental innovation. They believe that the enterprise is the product of the environment, and the innovation environment is the place to cultivate innovative and innovative enterprises; They linked the phenomenon of industrial spatial agglomeration with innovation activities, emphasizing the collective efficiency of innovation subjects and the synergy of innovation behavior in the domain (Chen Liuqin, 2007).

Many scholars believe that learning is the key to organizational success, while Yujiro Nonaka of Japan put forward the concept of knowledge innovation enterprise. The "field" is a shared space as the basis of knowledge innovation. In the old society, knowledge transmission was mainly through mentoring. These knowledge was passed down through words and examples. Without records, it can only be regarded as tacit knowledge, and there is no way to promote it. Thus, it can not be effectively used by the organization. Only in the process of explicit tacit knowledge can new knowledge be generated, and can it be well used, shared and disseminated by organizations.

To sum up, similar to the discovery process of gravitational field, electric field and magnetic field, what factors in the enterprise constitute the force like "field" to promote innovation. This study proposes that "enterprise environment field" is defined as: the enterprise often determines a specific external image and a specific internal representation and sense of belonging, multi-element collaboration, and through the collective knowledge learning process to enhance the innovation ability of enterprises. Enterprise environment field is composed of innovation system arrangement, innovation culture, leadership care, innovation team, innovation strategy and other elements, which is objective, systematic, dynamic and valuable.

On this basis, this study proposes a star model of enterprise environment field. As shown in Figure 1, the elements of enterprise environment field cooperate with each other to form an overall "field", and the corresponding field strength is collaborative innovation capability.

Based on typical cases, this paper analyzes the constituent elements and characteristics of enterprise innovation environment field

1. Case study of Huawei Technology Co., Ltd

1.1 Huawei Technology Co., Ltd

Huawei is a large private enterprise founded in Shenzhen, China. It has been established for more than 30 years. It is committed to providing global users with advanced information, communication and intelligent terminal products. Its business covers most countries in the world and has established technology research centers and sales centers in most countries in the world.

Huawei has been committed to the research and development of artificial intelligence devices in recent years, with the goal of building an intelligent world.

Huawei is a private enterprise that pays special attention to technological innovation and invention. Its innovation achievements and invention patents rank first among private enterprises in China. Recently, Huawei has launched its own mobile phone operating system - Hongmeng operating system.

Huawei is China's private enterprise No.1 and the leader of Chinese enterprises.

1.2 Analysis on constituent elements and characteristics of enterprise environment field of Huawei Technology Co., Ltd

The constituent elements of Huawei Technology Co., Ltd. enterprise environment field are also mainly reflected in the following five aspects:

1. Innovation team

1) The reduction of flat organizational structure and organizational level;

Huawei's organizational management mode is matrix management, which requires all departments to closely contact and cooperate through the internal network and respond quickly to any requirements of customers. Matrix management also has disadvantages: it is prone to multi head management and unclear responsibilities. Huawei's salespeople admire the wolf culture and are very efficient in mutual cooperation, which makes a deep impression on customers and competitors. Huawei's sales takes only a few days from signing the contract to supplying goods in the warehouse.

2) Flexible organizational structure is conducive to innovation.

In the system reform of market economy, Huawei creatively launched the market organization of "one point, two sides and three systems" according to the combat organization mode of the Chinese people's Liberation Army. "One point and two sides" refers to concentrating superior forces to open a hole in the market, and then arranging two teams to quickly open the hole to both sides. "Three three systems" refers to organizational form. This is the inspiration obtained from the combat organization of our army. During combat, three people form a combat team to cooperate with each other. The three combat teams form a team, and the three teams can form a work group. According to the combat needs, they can quickly assemble and evacuate.

These innovations in market organization have helped Huawei create a good market environment to a certain extent. In a good market environment, Huawei's technological innovation can be expanded indefinitely, which promotes Huawei's success. For Huawei, being close to the market is a step that must be taken. Most of Huawei's products recognized by the market are not necessarily technologically advanced, but mainly rely on their popular practicability.

The innovation and Reform in management can make the enterprise have a relatively perfect innovation system. It can better stimulate the innovation consciousness of the enterprise, so as to make the enterprise develop into a large enterprise with vitality and strong competitiveness.

2. Innovation strategy

1) Different innovation strategies determine the different roles of each department of the enterprise;

Technological innovation is customer-oriented.

Huawei was also a technology-oriented company at first. The technicians only used advanced technology for the products, regardless of whether the customers needed it or

not. As a result, although the technology of the products developed was advanced enough, the customers did not need it. As a result, the products could not be sold at all, and the corresponding R & D funds were wasted. After paying huge tuition fees, Huawei's technological innovation has changed its thinking and built a customer-centered product R & D system. Before developing products, first understand the needs from customers. Only when customers have needs do they start to organize forces to develop products. After the products are developed, let customers judge them to improve the products until customers are satisfied. In short, it is to carry out technological innovation guided by the needs of the market and customers, and the results have achieved unexpected success.

It is based on this end-to-end R & D process that Huawei's innovative R & D has a direction and a decision-making basis, so as to keep up with market demand and customer demand. Because of this, Huawei's innovation is no longer blind, which reduces the waste of cost, saves a lot of time, and avoids the mistakes of personal heroism.

Therefore, if an enterprise wants to succeed in innovation, it must avoid blind innovation, be market-oriented and target the needs of consumers. If we ignore these two points, we just blindly pursue blind innovation in technology. Although we have reached the advanced level in product technology, such products may not be able to achieve economic benefits or be recognized in the market. A commodity that cannot achieve economic benefits is like waste. This purposeless innovation will lead to the imbalance of enterprise development, so that enterprises can not develop in a benign direction, and will have a negative impact on the formation of stable order of enterprises.

In order to pursue innovation, many enterprises often form such misunderstandings: they think that the more advanced the innovative technology and equipment are, the better. Only in this way can the things produced be leading enough, but the result of doing so will often make enterprises fall into a swamp. Therefore, seeking truth from facts and being down-to-earth is the best choice for enterprise innovation. Change is not to change blindly without a clue, but to change under the guidance of the market.

2) Launch new products at a faster speed in the same industry;

In addition to focusing on the present and always aiming at the future, Huawei's product development and production are always one step ahead of others, often 10 years ahead of the same industry. Huawei's 5g equipment R & D is an example. The patents successfully applied for account for 50% of the 5g patents in the world. The technology is so advanced that the U.S. government uses the power of one country to suppress it. In fact, it leads the development of 5g technology. Huawei invests half of its annual profits in technology R & D and innovation. In the past 20 years, it has invested an average of 20 billion yuan in R & D.

3) The company attaches importance to product innovation and development.

Another key factor for Huawei's success lies in its dedication to its core competitiveness. The reason why Huawei is successful is that Ren Zhengfei has a management concept of deep scouring beach and low weir. Shentaotan is to do a good job, strengthen internal management, reduce management costs, provide better services for customers and operators, and ensure investment in R & D of core competitiveness. Low weir is to benefit customers and operators, and promote the sound development of the industrial chain.

In the financial crisis, Huawei can still maintain its investment in core competitiveness, and timely adjust its investment strategy in response to the financial crisis. At this time, Huawei still wants to provide value to customers. It is precisely because of this

regardless of cost that Huawei has been able to stand out in the financial crisis without being defeated.

Some mobile phone enterprises only think about the immediate profits and always want to get the maximum profits, but ignore the most important R & D investment and technological innovation, and some even completely outsource product marketing. The result of this is that although it won immediate interests, it lost the trust and support of consumers, and finally won only a moment of glory. The arrogance of victory was soon extinguished in the competition.

Therefore, an enterprise should know how to pay at any time, because paying regardless of cost is an indispensable and important strategy in enterprise management. Any business manager should bear in mind the warning that "pie will not fall from the sky".

Paying regardless of the cost does not mean paying blindly, but constantly adjusting the strategy of paying according to the development of the social situation. Huawei's shentaotan low weir management concept is a new business model and an innovation of the traditional business model. It subverts the mode of high investment and high return, and emphasizes the high investment of core competitive products. For return, it emphasizes that it should be beneficial to operators downstream of the industrial chain.

3. Leadership care

1) The importance of senior leaders;

During Huawei's development of bh-03 switch, the company's leaders are very concerned about the production and R & D progress, stay on the site every day, and meet immediately to coordinate and solve various problems in case of problems. At dinner time, the company's leaders and everyone went to the roadside stall outside the company to have dinner together. The relationship between leaders and employees was very close.

2) Leaders express appreciation to employees for completing tasks;

Zheng Baoyong, a hero of Huawei. Zheng Baoyong had been admitted to Tsinghua doctor, but he was deeply attracted by Huawei as soon as he came to Huawei for internship. He gave up Tsinghua doctoral study and stayed in Huawei to participate in the R & D of Huawei hjd48 switch. Zheng Baoyong's participation made a breakthrough in the R & D of Huawei hjd48 switch. Ren Zhengfei appreciates Zheng Baoyong's technical attainments and trusts Zheng Baoyong very much in his work. Once Huawei was going to hold a demonstration meeting for a new project, Ren Zhengfei also wanted to participate. Zheng Baoyong told him, president Ren, you don't have to participate. Wait for the result. Ren Zhengfei really left. It can be seen how much trust he has in Zheng Baoyong.

3) Leaders support employees' actions;

In 1992, Li Yinan, who had just graduated from University, was caught by Ren Zhengfei. He walked into the door of Huawei and became an intern here. With his intelligence and excellent innovation ability, he was arranged by Ren Zhengfei to take over a very important technology R & D project. Ren Zhengfei was strongly protested by the management, but he still insisted on appointing Li Yinan in the face of heavy pressure.

After Li Yinan took over the project, he directly asked for \$200000 to buy foreign equipment. This is a heavy burden on Huawei, which is in the early stage of entrepreneurship and short of funds. Li Yinan's behavior was also resisted by Huawei's senior leaders. They found Ren Zhengfei and asked him not to agree to the appropriation. After careful consideration, Ren Zhengfei still agreed to allocate funds.

Li Yinan, who received the grant, failed to carry out the research project smoothly because of the changes in the market and social environment at that time, and the purchased equipment became scrap iron. Ren Zhengfei did not blame Li Yinan for this, but continued to encourage him to adhere to innovative research and hired him directly after the internship.

It is precisely because of Ren Zhengfei's tolerance that Li Yinan became a genius. Later, Li Yinan made outstanding achievements in scientific research and made irreplaceable contributions to the development of Huawei.

4) Leaders care about the difficulties of subordinates;

In 2008, Zheng Lin (a pseudonym), an employee of the market finance department of a Huawei representative office, once checked out that she had ovarian tumors, and the tumor diameter had exceeded 7 cm, accompanied by index canceration. Due to the sudden incident, Zheng Lin was disillusioned after getting the inspection results. She felt that she had lost the power of life all at once.

The news soon spread in the representative office. After learning this, the leaders of Shenzhen headquarters took action one after another. In order to enable her to return home for surgery as soon as possible, the leaders of the representative office helped her go through the return formalities as soon as possible. The colleagues were not idle. They took the initiative to undertake Zheng Lin's work and solved Zheng Lin's worries. Leaders and colleagues sent Zheng Lin to the airport and said a lot of encouraging words to her.

Relevant leaders of Huawei Shenzhen headquarters helped Zheng Lin contact the best hospital. After returning home, she was able to have an operation immediately, and the operation was very successful. During the recovery period, the leaders and employees of the office often called or emailed Zheng Lin to enlighten and encourage her to actively face difficulties. During that time, Zheng Lin felt the love of the team. She couldn't wait to return to the team and work with everyone. Before long, Zheng Lin recovered. She simply finished her wedding in Shenzhen and immediately returned to the previous team.

Do you envy the employees working in Huawei? When they are ill, leaders can help themselves in time and encourage them to establish confidence in life. Unlike the leaders of some enterprises, after learning that employees are ill, they not only ignore them, but also worry about whether employees will delay their work and affect their own interests.

Therefore, if you use the "truth" to impress your employees, your employees will be easier to approach you, more willing to follow you, and willing to take risks for you. Nothing can better reflect an enterprise's management ability than inspiring employees to pay more sincerity and courage. Therefore, enterprise managers should learn to tell the truth and integrate telling the truth into the enterprise culture as a strategy.

5) Leaders attach importance to the welfare of their subordinates;

Huawei has established a perfect security system for its employees and a comprehensive security system for Huawei employees around the world. In addition to paying five insurances and one fund for each employee, Huawei also provides a lot of additional commercial insurance. Employees with major diseases can apply for medical assistance from the company, which completely eliminates the worries of employees. It can be seen that Ren Zhengfei has made great efforts in employee welfare.

6) Leaders do not treat each employee differently.

Huawei's middle and senior leaders uphold Huawei's consistent tradition and treat employees fairly and without discrimination.

4. Innovation system

1) Reasonable incentive and salary system guarantee to improve field strength
Huawei has long established a complete mechanism for recognizing and encouraging intellectual capital, especially for overtime subsidies.

2) Institutional arrangements to encourage innovation,

Huawei's powerful secret: using incentive management to promote innovation.

The key to Huawei's success is to implement a strict performance management mechanism and use the performance appraisal results to evaluate the team, cadres and employees. In the evaluation system, in addition to the evaluation of performance itself, there are also the evaluation of talent evaluation, responsibility, sense of responsibility and sense of mission above performance.

Huawei's cadres should tell everyone about their understanding of the company's strategy through their work report, receive the business plan of the current year, and write personal performance commitments and organizational key performance indicators only after the work report is passed. Reach an agreement through two-way communication.

Huawei's personal performance commitment mainly includes result objectives, implementation measures and team cooperation commitment. Result goal commitment refers to the performance goal that employees promise to achieve in order to support the realization of the Department's goals. Implementation measure commitment refers to the measures taken to achieve the result objectives, taking the measures as the assessment indicators. Team cooperation commitment refers to the commitment of employees to support each other in order to ensure the completion of the overall performance of the team.

Performance appraisal is to see whether opportunities are seized, whether growth, investment, cash flow, profit margin and efficiency are improved, and whether risks are well controlled.

Overall goal: to see the degree of customer satisfaction; Responsible for whether the products are effectively growing, leading the industry and operating excellence.

Huawei believes that bonuses are not distributed but earned.

5. Innovation culture

1) Pay attention to the recognition and reward of employees' achievements;

Treating your employees well is treating your enterprise well

A really good enterprise, when looking for the right talents, should also find ways to retain talents, not only to retain them, but also to let them stay convinced and work hard for you. This is the ability that a good manager should have and the key to the success of an enterprise. Therefore, treating employees well means treating yourself and the enterprise well.

Huawei has made great efforts to treat employees well. Their high salary policy is one of the manifestations of being kind to employees. It is very wise not to be stingy with the returns to employees and give them rich returns.

As we all know, Huawei's treatment is very good. During Huawei's recruitment in 2017, the monthly salary of Huawei's fresh students can generally reach more than 8000 yuan. With bonuses, there are not many fresh graduates with an annual income of more than 150000 yuan. Huawei's engineers stationed overseas usually have an annual salary of 1 million in three years, so Huawei's investment in employee treatment is very high.

The other is Huawei's dividend policy. After working in Huawei for several years, I have the right to pay dividends and allot shares. If Huawei stops production or has an economic crisis, the loss of employees will also be very heavy. Therefore, employees should better create value for the company in order to avoid losses for their own interests. Ren

Zhengfei holds very few shares in the company, most of which are held by senior executives and other employees, which is one of the important reasons why Huawei employees can unite as one and actively contribute their strength to the enterprise.

In addition to the high salary, Huawei has also done very well in other details, such as the food for employees. No matter where employees come from, they can find the taste of home in the company and the feeling of home in Huawei.

If you are in an enterprise like Huawei, will you think about leaving all day? In a promising, secure and humane enterprise, the cohesion of employees does not need to be called upon. Therefore, entrepreneurs and managers, stop complaining that your employees are not one with you. Only when you put your heart on them and care about them as much as you care about your enterprise, they will naturally care about your enterprise as you care about them.

However, while paying for employees, enterprises also need employees to repay the enterprise. An enterprise is not a welfare home. It needs employees to contribute to the enterprise and create value for the enterprise. Therefore, corporate culture should not only care about employees, but also have requirements for employees, so as to effectively implement the management of the enterprise.

2) A slogan that encourages innovation.

Huawei's slogan: integrity, professionalism and innovation

3) Regular communication between different projects

Huawei wolf culture emphasizes unity and cooperation among members and effective communication among them; Huawei has built a private network for communication. The communication of Huawei employees shall comply with the principles of timely communication, accurate information and limiting the amount of information transmitted.

Huawei employees will first clarify the two levels of communication,

First, communication within the project team;

The second is for communication with senior management and employees.

4) Full participation in innovation activities is conducive to improving field strength

Huawei project management generally has a project manager, who is responsible for the promotion of the project. The project team is generally divided into several teams with team leaders. In order to strictly enforce the attendance discipline, there are attendance discipline officers and supervisors. The general project team is also equipped with librarians and network configurators. The staffing can be adjusted appropriately according to the different needs of each project team. Different management positions are equipped with different management performance. This way that all project organization members participate in management greatly stimulates the subjective enthusiasm of project team members and improves the efficiency of management.

5) Mutual trust among project members

Huawei believes in wolf culture and emphasizes unity and cooperation among team members; Huawei regularly holds democratic life meetings, which draws lessons from the method of the Communist Party of China, so that members can criticize each other and self-criticism. Any member can put forward opinions to colleagues and project managers, and the project managers should implement the opinions on schedule. Through this democratic way of life, contradictions among members and between members and project managers can be resolved in time, project team members are more united, members care about each other, trust

the tasks completed by other members, and greatly improve the efficiency of product development.

6) Praise innovative behavior

Never punish people who fail to innovate.

If an enterprise wants to develop continuously, it cannot do without continuous innovation. The company leaders must affirm the innovative ideas and attempts. Enterprise managers should note that mistakes should be allowed in innovation, and do not severely punish those who make mistakes in innovation. Because once you punish them, they will weaken their innovation enthusiasm to a certain extent, and may strangle a great product in the cradle, and your enterprise will pay a heavy price.

Cracking down on people who fail in innovation will make employees think of slowing down. After being hit, they will only be content with the status quo and do not want to make progress. Over time, employees' innovative ideas will be slowly dissipated, and they will form a bad habit of sticking to conventions, so that no one is willing to take risks and no one dares to innovate, The whole enterprise presents a dead atmosphere. What else can such an enterprise develop?

Therefore, enterprises should have a broad mind, allow innovative talents to make mistakes, and realize that making mistakes in innovation does not mean failure, but another rebirth. We know that every great invention in the world has experienced countless experiments and failures to succeed. If we are afraid of failure in innovation, we may not have our now developed civilized society and today's convenient life. Therefore, enterprises are allowed to make mistakes in innovation and encourage trial and error, so as to continuously have new and great products.

Source: This paper is based on enterprise research

In short, the components of Huawei Technology Co., Ltd. enterprise environment field have been verified:

1. Innovation team
 - 1) The reduction of flat organizational structure and organizational level;
 - 2) Flexible organizational structure is conducive to innovation.
2. Innovation strategy
 - 1) The difference of innovation strategy will lead to different departments in new product development
 - 2) Launch new products at a faster speed in the same industry;
 - 3) The company attaches importance to product innovation and development.
3. Leadership care
 - 1) The importance of senior leaders;
 - 2) Leaders express appreciation to employees for completing tasks;
 - 3) Leaders support employees' actions;
 - 4) Leaders care about the difficulties of subordinates;
 - 5) Leaders attach importance to the welfare of their subordinates;
 - 6) Leaders do not treat each employee differently.
4. Innovation system
 - 1) Reasonable incentive and salary system guarantee to improve field strength
 - 2) Institutional arrangements to encourage innovation,
5. Innovation culture
 - 1) Pay attention to the recognition and reward of employees' achievements;

- strength
- 2) A slogan that encourages innovation.
 - 3) Regular communication between different projects
 - 4) Full participation in innovation activities is conducive to improving field
 - 5) Mutual trust among project members
 - 6) Praise innovative behavior

Conclusion

This study creatively puts forward the definition of enterprise environmental field and identifies the elements of enterprise environmental field: innovation team, innovation culture, innovation team, innovation system and leadership care, which are traced according to the literature research method; A typical case study is used to verify the rationality of the elements.

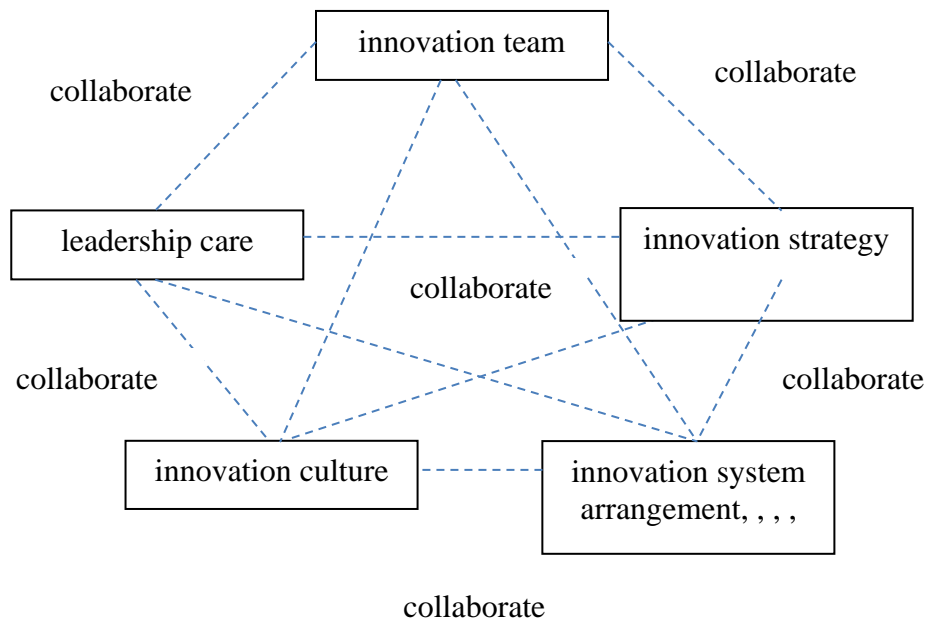


Figure 1: enterprise environment field model

Recommendations

Due to the relationship of research time, only the concept, constituent elements and characteristics of collaborative innovation enterprise environment field are studied, and the collaborative innovation mechanism should be further studied in the future; The case of collaborative innovation is valuable. In the future, it is ready to be compiled into a volume. On the one hand, it further supports the theory put forward by itself, and is also conducive to the reference and research of other researchers and enterprises.

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