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巴黎九大高级工商管理博士学位项目

Characteristics of Management Innovation in Chinese Enterprises in the Internet Age: A multi-case empirical study

（Thesis submitted for the degree of Executive Doctorate in Business Administration）

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ABSTRACT

Since 2011, mobile Internet, e-commerce and social network have bloomed in China and have significantly impacted almost every aspect of Chinese people's life. The Internet, as the driving factor, has changed business place, extended business hours, enriched goods to supply, lowered the cost of deal, and speed up the transaction. Undoubtedly, this huge social and economic environment change will challenge, influence and transform the internal management of Chinese enterprises. Hence, it recently calls great attention to academic research.

This study starts with literature review of information society, findings and principles in Internet business in the recent decade, concepts of innovation and management innovation as well as ideas of so-called Internet Thinking. The analysis implies that the management innovation in the Internet age is a paradigm shift: from product-centered thinking paradigm to user-centered thinking paradigm.

Through interviews with top executives in 5 consumer electronics companies that attribute their rapid business growth to their management innovation in Internet age over the past 4 years, as well as other first-hand data, the study uses Grounded Theory to induct concepts and deduct context. The conclusion unveils 12 characteristics of management innovation that falls into four categories – "**L**everage of multiplication" impact, "**E**mpowerment and Autonomy" Organization, "**A**llied value Co-create" action and**P**eople/user first" Logos. Symbolically it is named "**LEAP**" model.

A follow-up quantitative analysis validated the "**LEAP"** model from the qualitative research with a questionnaire survey involving 300 participants.

This empirical study, based on first-hand data and the systematic approach of Grounded Theory, follows up the pulse of the times and is backed up with correlation coefficient validation. Thus, it may provide reference for other academic study. The findings and suggestions can guide firms who want to LEAP their business through management innovation in the Internet age.

Key-words:

Innovation; management innovation; Internet thinking; Marketing; Business model; Business transformation; China Internet

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Table of CONTENT

CONFIDENTIALITY AND AUTHORISATION I

ABSTRACT II

ACKNOWLEDGEMENT III

Chapter I Introduction 1

1.1 Research Background 1

1.1.1 Internet's Impact on Enterprises 1

1.1.2 Phenomenon of "Internet Thinking" 2

1.1.3 Management Innovation Practice in Traditional Enterprises 4

1.2 Research Questions 4

1.3 Research Significance 5

1.3.1 Theoretical Significance 5

1.3.2 Practical Significance 6

1.4 Research Methods 6

1.4.1 The Overall Consideration of the Research 6

1.4.2 Overview of Research Methods 6

1.4.3 The Structure of the Thesis 7

Chapter II Literature Review 9

2.1 Information Society 9

2.1.1 Definition and connotation of information society 9

2.1.2 Theoretical review of information society and knowledge economy 10

2.1.3 Basic features of information society 11

2.1.4 Economic features of information society 12

2.1.5 Current stage of information society in China 13

2.2 Internet business theories review 14

2.2.1 The Long Tail model 14

2.2.2 Big data 15

2.2.3 Two-sided market and platform strategy 18

2.2.4 Crowdsourcing 19

2.2.5 Business ecosystem 20

2.2.6 Co-creation of Value 20

2.2.7 Collaborative consumption 21
2.3 Innovation and Management Innovation 23
2.3.1 Definition of innovation 23
2.3.2 Disruptive innovation 25
2.3.3 Open innovation 26
2.3.4 Management innovation 27
2.4 Internet Thinking 30
2.4.1 Thinking and thinking mode 30
2.4.2 Internet Thinking 31
2.4.3 Management innovation and Internet Thinking 34
2.5 Paradigm Shift – From Product-centered to User-centered 36
2.5.1 Examination on the challenges of scientific management 36
2.5.2 Enterprise-centered thinking paradigm and its constraints 40
2.5.3 User-centered thinking paradigm – core of Internet Thinking 44
2.6 Summary of the chapter 47
Chapter III Research Design 49
3.1 Multi-case Research Methods and case selection 49
3.2 Grounded Theory 52
3.2.1 Origin of Grounded Theory 52
3.2.2 Approaches of Grounded Theory 52
3.2.3 Coding of Grounded Theory 53
3.3 Data Collection 55
3.4 Data Processing 57
3.5 Validity and Reliability 58
3.6 Questionnaire Survey and Statistical Analysis 59
Chapter IV Research Process and Findings 60
4.1 Overview of Research Process 60
4.2 Research Process of Grounded Theory 61
4.2.1 Case of Study 61
4.2.2 The Interview 61

4.2.3 Interview and Data Acquisition 62
4.3 Open Coding 63
4.4 Axial Coding 70
4.4.1 Core Category 1: “People/users first” Logos 71
4.4.2 Core Category 2: “Allied value Co-create” Action 74
4.4.3 Core Category 3：“Empowerment and Autonomy” Organization 77
4.4.4 Core Category 4：“Leverage of multiplication” impact 80
4.5 Selective Coding 86
4.6 Research Conclusion from Grounded Theory 87
4.7Hypotheses on LEAP Model 89
4.7.1 Major Hypotheses on LEAP Model 89
4.7.2 Research Hypotheses 90
4.8 Hypothesis Testing of LEAP Model 92
4.8.1 Questionnaire Design and Data Collection 92
4.8.2 Research analysis 93
4.9 Research Conclusion 104
Chapter V Conclusion and Discussion 107
5.1 Major Research Work 107
5.1.1 Literature Review and Arrangement 107
5.1.2 Qualitative Research Process 107
5.1.3 Quantitative Research Process 108
5.2 General Statement of Conclusion 108
5.3 Main Contributions of This Research 110
5.4 Limitations and Future Study 111
5.5 Managerial Implications 112
5.6 Conclusion 113
APPENDIX 114
Appendix A：Overview of Sample Enterprises 114
Xiaomi： 115
Huawei 120

Letv： 124
Haier： 128
Qihoo 360： 130
Appendix B： Interview Outline 132
Appendix C: Interview Abstract 133
Appendix D: Concepts and their frequency from open coding 153
Appendix E: Questionnaire 155
BIBLIOGRAPHY 158
DECLARATION 163
RESUME 164

Table of FIGURES

Figure 1- 1 Baidu Search Index for “Internet Thinking” 3
Figure 1- 2 The Technical Route of the Thesis 7
Figure 2- 1 The Long Tail Model 15
Figure 2- 2 Big Data....16
Figure 2- 3 Characteristics of big data, research perspectives and directions 17
Figure 2- 4 Two-sided Market 18
Figure 2- 5 Crowdsourcing & others 19
Figure 2- 6 Building Blocks of Interactions for Co-creation of Value....20
Figure 2- 7 Firm-Consumer Interaction Model....21
Figure 2- 8 Three types of collaborative consumption....22
Figure 2- 9 Innovation....24
Figure 2- 10 Management innovation process framework....30
Figure 2- 11 Xiaomi’s four-phrase idea 33
Figure 2- 12 Management innovation 34
Figure 2- 13 Enterprise-centered paradigm....41
Figure 2- 14 User-centered Paradigm 45
Figure 3- 1 overview of the research design 49
Figure 3- 2 Analysis framework of systematic approach of Grounded Theory 54
Figure 4- 1 Research Process 60
Figure 4- 2 Open coding steps 64
Figure 4- 3 Coding on Atlas.ti....66
Figure 4- 4 Total trading volume of e-commerce 81
Figure 4- 5 Diagram of achievement breakthroughs in management innovation....88
Figure 4- 6 LEAP Model – Model of management innovation in the Internet age 89
Figure 4- 7 Major Hypotheses on LEAP Model 90
Figure 4- 8 Hypothesis Model of Management Innovation Characteristics Variables....92
Figure 5- 1 Management innovation characteristics model of enterprises in the Internet age 110

Table of TABLES

Table 2- 1 Stages of information society 13
Table 2- 2 List of foreign scholar's viewpoints 27
Table 2- 3 List of Chinese scholar's viewpoints 28
Table 2- 4 Compilation of perspectives on "Internet Thinking" 32
Table 2- 5 New challenges posed to modern management 37
Table 2- 6 Challenges posed to management innovations by "Area of activity" of 7 38
Table 2- 7 Internet leading to the reduced costs 42
Table 3- 1 Glimpse of sample enterprise for case study 51
Table 3- 2 GT paradigm comparison 53
Table 3- 3 Enterprises and executives involved in interviews 55
Table 3- 4 Techniques for establishing the validity and reliability in case study research 58
Table 4- 1 Detailed Information of Interviewees (Public Speeches Included) 62
Table 4- 2 The Interview Process Guided by Grounded Theory 62
Table 4- 3 Description of relations among Concepts 64
Table 4- 4 Categories and Concepts 66
Table 4- 5 Definition description, property and dimension of the Categories 68
Table 4- 6 Paradigm Model of "People/users first" Logos 74
Table 4- 7 Paradigm Model of "Allied Value Co-create" Action 77
Table 4- 8 Paradigm Model of "Empowerment and Autonomy" Organization 79
Table 4- 9 Definition of Owned Media, Paid Media and Earned Media 83
Table 4- 10 Paradigm Model of "Leverage of Multiplication" Impact 85
Table 4- 11 Table of Categories and Core Categories 87
Table 4- 12 Basic information of investigation samples 93
Table 4- 13 Statistical analysis approaches 94
Table 4- 14 SPSS Reliability Analysis 95
Table 4- 15 KMO and Bartlett's Test 1 96
Table 4- 16 KMO and Bartlett's Test 2 96
Table 4- 17 Correlation analysis of user-lifecycle perspective and management innovation 97
Table 4- 18 Correlation analysis of "zero distance to users" and management innovation 97
Table 4- 19 Correlation analysis of "disruptive innovation" and management innovation 98
Table 4- 20 Correlation analysis of "user-participation" and management innovation 99
Table 4- 21 Correlation analysis of "ecological synergy" and management innovation 99
Table 4- 22 Correlation analysis of "exceed expectation" and management innovation 100

Table 4- 23 Correlation analysis of “exceed expectation” and management innovation 100
Table 4- 24 Correlation analysis of “creativity thru empowerment” and management innovation 101
Table 4- 25 Correlation analysis of “collaborative resources” and management innovation 102
Table 4- 26 Correlation analysis of “e-commerce platform” and management innovation 102
Table 4- 27 Correlation analysis of “social media” and management innovation.....103
Table 4- 28 Correlation analysis of “surplus from reform” and management innovation.....103
Table 4- 29 Testing result of management innovation characteristics 104