Executive DBA, Université Paris Dauphine – PSL

PSL·巴黎九大高级工商管理博士学位项目

Research on the Impact of Three Trees Enterprise's "Co-Creating and Co-Sharing" Profit Distribution Mechanism on Enterprise Development

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

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11th Jan, 2025

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Abstract

Enterprises live in the market, and the market environment is the business environment. Today's world is in a hundred years of unprecedented changes, in the face of the unpredictable, multi-dimensional and open and complex market environment, the core work of managers is to ensure that enterprises and organizations can adapt to the internal and external environmental changes, so that the organization has the ability to manage uncertainty. To do this, the primary focus on the growth of the enterprise staff and help enterprises and employees to make sustainable value creation, which requires business leaders to have the spirit of sharing and have the ability to guide the enterprise staff beyond their own experience, through the construction of an appropriate mechanism for the distribution of benefits, the needs of the organization and individual needs combined with each other, so as to help the organization organization to have a stronger influence at the same time, to release the individual subjective ability of the enterprise staff. This will help the organization to have a stronger influence and at the same time, release the individual initiative of the enterprise staff, so as to manage the uncertainty of the business environment and release the great value of the individual.

At present, although many enterprises to take such as traditional material rewards, stock option incentives and other different kinds of benefit distribution mechanism to motivate the enterprise staff, improve the enthusiasm of the staff, but due to the backwardness of the concept of corporate benefit incentives, corporate benefit incentive system is not sound and corporate benefit incentives are not in place and other issues, resulting in poor incentive fairness, poor accuracy, poor strength, incentives, incentives small, difficult to achieve the purpose of incentives, the final impact on the long-term development of enterprises, the incentives are not sufficient. Ultimately, it affects the long-term development of the enterprise. For an enterprise with marketing as its main business, how to activate the individual creativity of employees and optimize the corporate culture based on the organization construction, and then improve the organizational performance? Based on the perspective of value creation and value sharing, this paper explores how the benefit distribution mechanism of Three Trees activates individual employees, reshapes the corporate culture and enhances the

development of the organization. That is to say, the core question of this paper is: what is the impact of Three Trees'share-and-share benefit distribution system on the company's development?

Sub-issue 1: Impact of"Co-Creating and Co-Sharing" on benefit-sharing mechanisms.

Sub-question 2: How "Co-Creating and Co-Sharing" shapes Three Trees'corporate culture.

Sub-question three: "Co-Creating and Co-Sharing" for business performance improvement.

Based on the above research problems, this paper, on the basis of the existing research results of remuneration theory, stakeholder theory and enterprise performance theory, launches a series of theoretical and empirical research on the formation reasons, realization path and function mechanism of the benefit distribution mechanism of "Co-Creating and Co-Sharing" of Three Trees, and combines the equity incentive system of Dong fang Yuhong Civil Building Materials Group with the multi-case analysis of the amoeba management structure of Haier Group to further analyze the impact of the benefit distribution mechanism of "Co-Creating and Co-Sharing" on the corporate environment and organizational structure of Three Trees. The study also combines the equity incentive system of Dongfang Yuhong Civil Building Materials Group and the amoeba management structure of Haier Group to carry out multi-case analysis, and further analyze the impact of the benefit distribution mechanism of "Co-Creating and Co-Sharing" on the corporate environment and organizational structure of Three Trees. The following research results were obtained.

First, compared with Haier and Dongfang Yuhong, Three Trees'development concept of "Co-Creating and Co-Sharing" has a significant advantage in employee empowerment. Specifically manifested as, three trees focus on the establishment of a learning organization, emphasis on staff personal quality, learning ability and professional quality improvement, which helps to cultivate staff innovation and adaptability, but also enhance the overall competitiveness of the enterprise and organizational strength, to create a synergistic growth of the enterprise and the staff, coupled with the progress of the positive cycle of the path to achieve the sustained development of the enterprise to lay a solid foundation. At the same time, Three Trees adopts a parallel management

structure, weakening the hierarchical relationship of the traditional organizational structure, allowing employees to give free play to their creativity and sense of autonomy, which is conducive to stimulating the sense of ownership of the employees. In addition, Three Treeshas established a set of perfect employee incentive mechanism, including salary, career development, training and health and other aspects, which can improve the enthusiasm and efficiency of employees, and effectively solve the contradiction of the development of the enterprise but not the development of the individual. In addition, through comparison, we found that there is still room for further optimization. It can further strengthen the establishment of employee participation and full participation mechanism to promote the communication and collaboration among employees, improve the execution and innovation ability of the enterprise, and can also explore more flexible and diverse incentives, such as employee stock ownership plan or other forms of equity incentives, in order to enhance the sense of belonging of the employees and the effect of incentives.

Secondly, based on the theoretical perspective of incentive, empowerment and value co-creation, through the single case analysis of Three Trees Engineering Paint Division, the research results found that the benefit distribution mechanism of "Co-Creating and Co-Sharing" is a value co-creation process based on the empowerment of the enterprise and the employees. First of all, the enterprise creates a value co-creation environment between employees and the enterprise through structural empowerment, and the design of the benefit distribution mechanism of "Co-Creating and Co-Sharing" promotes the solution of the problem of "individual constraints", and then promotes the acquisition of new business opportunities and the advantages of institutional innovation. Secondly, the enterprise can realize the advantages of new business opportunities and institutional innovation through the design of the benefit distribution mechanism. Secondly, through the empowerment of the leadership team, the enterprise consolidates the value co-creative environment among the teams within the organization, and promotes the optimization of "redundant resources" through the design of the business sharing mechanism, which in turn promotes the acquisition of new market opportunities and cross-border innovation advantages. In addition, through the design of value sharing mechanism, the enterprise promotes the opening up of resources, which effectively breaks through the bottleneck of "resource constraints" of the enterprise, and thus

promotes the acquisition of new combination opportunities and eco-innovation advantages.

Thirdly, the enterprise's "Co-Creating and Co-Sharing" benefit distribution mechanism has had an impact on the construction of enterprise culture at the spiritual, institutional and social levels. At the spiritual level, the sharing of benefits and responsibilities has shaped the core values and cultural identity of enterprises. At the institutional level, the benefit distribution mechanism of "sharing and sharing" not only promotes the fairness and transparency of the enterprise management system, but also strengthens the enhancement of the system's executive power. Through the clear benefit distribution standard, the management process of the enterprise is more standardized, the reward and punishment mechanism is more fair, the staff and management have a stronger sense of identification with the system, and the executive power is significantly improved. At the level of social relations, the benefit distribution mechanism of "Co-Creating and Co-Sharing" promotes the enhancement of team spirit and organizational cohesion, and improves the sense of belonging and loyalty of employees to the enterprise. While enjoying fair and reasonable benefits, employees feel that the enterprise attaches importance to and supports their personal development, thus enhancing their emotional identity and loyalty to the enterprise. In addition, this mechanism also enhances the enterprise's sense of social responsibility and external reputation, the enterprise through the fair distribution of benefits mechanism to show care for employees, dealers and customers, shaping a positive corporate image, and enhance the community's trust and support for the enterprise.

Finally, this paper focuses on the example of Three Trees Coatings Co., Ltd. and draws the following inspirations: first, enterprise leaders should enhance the incentive effect to improve the staff's sense of ownership; second, enterprises need to increase the organization of training efforts to enhance the staff's human capital; third, enterprises should focus on creating a distinctive corporate culture to enhance the staff's identity; fourth, enterprises need to innovate the regulatory mechanism and strengthen the corporate social responsibility; fourth, enterprises need to create an innovative regulatory mechanism and strengthen the staff's identity. Fourthly, enterprises need to innovate the supervision mechanism and strengthen the corporate social responsibility.

Keywords:corporate culture; Co-Creating and Co-Sharing; employee empowerment; value co-creation

ACKNOWLEDGEMENT

I would like to express my gratitude to all the teachers and staff of the EDBA project department at Paris-Dauphine University for their professional and dedicated teaching, which has enabled me to gain new knowledge and growth during my studies, and to acquire the knowledge and methodology that should be mastered during my doctoral stage; Thank you to my advisor Professor Zhu Wuxiang. Your patient guidance and lead have made me deeply comprehend the profoundness of the academic world, the abstruseness of management, and the necessity of lifelong learning; Thanks for the personnel from all walks of life, including my colleagues from 3Trees, friends from the business circles who have helped me during the process of writing this paper. Your support and dedication will be the driving force for my future application of knowledge and continuous growth; Thank you to my teacher He Ruixue, Dr. Hong Huanzhong, Dr. Wu Lei, and teacher Zhang Yingjun for their guidance and suggestions on my paper. Your professional, dialectical, objective advice and guidance during the editing and improvement of my paper have made me feel honored and fortunate. This will make me feel that I will use my knowledge and expertise to help more people who need interaction and communication in the future. I would like to thank to my family for their support in every step of the process. Your diligent and supportive attitude and actions have been a strong support for me to complete my studies and thesis; Thank you to Yang Runfeng, Lv Guocong, Lu Shiqi and other members of the paper support group for their efforts and assistance.

Time flies, five years have passed in the blink of an eye. Although my doctoral program has ended and my thesis defense will upcome, the road of learning and research is long, and the sharing of practice and communication will be frequent. I still need to be "thirsty for knowledge, humble as a fool", constantly learn and grow, and continuously improve and enhance the achievements of my thesis, and share them with others.

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