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V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY

Faculty	**EDUCATION AND RESEARCH INSTITUTE «KARAZIN BANKING INSTITUTE»**
Department	**Management, Business and Professional Communications**
Specialty:	**073 Management**
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Group:	**AM-25M full-time mode of study**

QUALIFYING MASTER’S THESIS

on the topic:

MANAGEMENT OF THE COMPANY TO ACHIEVE COMPETITIVE ADVANTAGES

submitted by the applicant of higher education **Luo Jing**

The thesis is accepted for defense in the EC

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APPROVED
Head of Department of
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«25» September 2024

ASSIGNMENT
FOR A QUALIFYING MASTER’S THESIS
given to
Luo Jing

1. The topic of the thesis: «MANAGEMENT OF THE COMPANY TO ACHIEVE COMPETITIVE ADVANTAGES».
Scientific advisor SEMENCHENKO Tamara, PhD in Education, Assoc. Prof. approved by the order of the University dated «17» September 2024, № 4601-3к/1025
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3. List of questions to be researched:
In chapter 1: outline the essence and scope of competitive advantages of enterprise; consider the role of marketing in boosting the competitiveness of the enterprise and corporate social responsibility as constituent part of competitive edge of enterprise.

In chapter 2: provide technical and economic characteristics of enterprise; do analysis of the external and internal environment of the enterprise; evaluate the competitive edge of the enterprise.
In chapter 3: develop recommendations on increasing the competitiveness of a modern enterprise; consider development of social responsibility system for enterprise.

4. Plan of qualifying master's thesis

№	Names of thesis chapters
1	THEORETICAL ISSUES REGARDING COMPETITIVE ADVANTAGES OF ENTERPRISE
2	ANALYSIS OF COMPETITIVENESS OF ENTERPRISE
3	PROPOSALS FOR BOOSTING COMPETITIVE ADVANTAGES OF ENTERPRISES

5. Date of assignment issuance ___25 September 2024

Student ___ Luo Jing ___ Luo Jing

Scientific advisor__________ Tamara SEMENCHENKO

ABSTRACT

The qualification master's thesis contains 63 pages, 4 tables, 4 figures, and a list of 34 references.

The object of the study is peculiarities of competitiveness of modern enterprises.

The subject of the study is in-depth analysis of the challenges and opportunities faced by Dongfeng Motor Corporation in the modern economic environment, focusing on how management practices effectively enhance the competitiveness of enterprises.

The purpose of the qualifying master's thesis is to construct through the synthesis and analysis of the existing theories a framework of competitive advantage suitable for Dongfeng Motor Corporation and help it to formulate their growth strategies more clearly in a changing market environment.

The objectives of the qualification master's thesis are:

- to outline the essence and scope of competitive advantages of enterprise;
- to consider the role of marketing in boosting the competitiveness of the enterprise;
-to highlight the role of corporate social responsibility as constituent part of competitive edge of enterprise;
-to provide technical and economic characteristics of enterprise;
- to analyze the external and internal environment of the enterprise;
- to evaluate the competitive edge of the enterprise;
- to develop recommendations on increasing the competitiveness of a modern enterprise;
- to consider development of social responsibility system for enterprise.

Based on the results of the study theoretical and practical provisions regarding the optimization of enterprise competitive edge were formulated.

The practical significance of the research results lies in that their use will contribute to the improvement of the enterprise competitiveness management system in modern conditions.

Obtained results: as a result of the thesis research ways of improving the competitiveness of Dongfeng Motor Group were proposed.

Year of completion of the master's thesis: 2024.

Year of defence of the qualifying master's thesis: 2024.

CONTENTS

INTRODUCTION

Competitive advantage refers to the superiority and uniqueness of an enterprise compared with its competitors in the market competition, which can help an enterprise attract and retain customers, increase market share, increase profits, and promote the sustainable development of an enterprise. Competitive advantage is the key for an enterprise to remain invincible in the complex and changeable market environment.

In today's rapidly changing business environment, the realization and maintenance of competitive advantage is the key to ensure long-term survival and development. Competitive advantage is not only related to the battle for market share, but also an important embodiment of the core competitiveness of enterprises.

This paper explores how management companies can achieve a competitive advantage through effective strategies and operations. With the change of the market environment and the intensification of competition, enterprises must constantly look for new ways to improve their market position.

To achieve this goal, the following tasks have been identified:

- to outline the essence and scope of competitive advantages of enterprise;
- to consider the role of marketing in boosting the competitiveness of the enterprise;
-to highlight the role of corporate social responsibility as constituent part of competitive edge of enterprise;
-to provide technical and economic characteristics of enterprise;
- to analyze the external and internal environment of the enterprise;
- to evaluate the competitive edge of the enterprise;
- to develop recommendations on increasing the competitiveness of a modern enterprise;
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The research methods mainly include literature analysis method, case study method and empirical study method. By consulting the relevant theoretical literature, industry reports and academic papers, the literature analysis method systematically combs the relevant theories and research progress of enterprise competitive advantages, and the relevant concepts and theoretical framework are clarified. This approach helps to provide a solid theoretical basis for research and identify the key factors affecting the competitive advantage of enterprises. The case study rule selects several outstanding companies in the industry to reveal the best practices of their successful experience, including those in technology innovation, marketing strategy and social responsibility. These cases not only provide empirical support, but also provide specific context and context for theoretical analysis to help understand the role of different strategies in achieving competitive advantage.

The abovementioned topic has been researched by Igor Ansoff, Michael Porter, S.K. Blagrad, Prahalad and Hamel, James Sheth and Michelle Tracy, Fred Versima and T. Stewart and others. The scientific community still lacks a unified understanding of the management of competitive advantage and with the rapid pace of business development enterprises must keep an eye on innovative trends to sustain financial stability and remain market leaders.

CHAPTER 1
THEORETICAL ISSUES REGARDING COMPETITIVE ADVANTAGES OF ENTERPRISE

1.1. The essence and scope of competitive advantages of enterprise

Corporate competitive advantage refers to the ability to bring higher value or lower cost than its competitors in a specific market environment. This concept involves not only the quality of products and services, but also the operational efficiency, brand influence, customer relationships, and innovation ability.

The essence of competitive advantage lies in its sustainability and differentiation. Sustainability means that enterprises can maintain advantages for a certain period of time and prevent competitors from imitating and surpassing. Apple, for example, maintains its competitive edge in the smartphone market with its unique design philosophy and strong brand loyalty. Differentiation means that companies are willing to pay a premium for consumers to clearly identify their differences from other competitors [1].

The scope of competitive advantage is broad and extends across multiple levels. First of all, the cost advantage is that enterprises reduce operating costs by improving production efficiency, optimizing resource allocation and other means, so as to be competitive in price. For example, through its strong supply chain management system, Wal-Mart is able to attract large numbers of customers at low prices.

Secondly, the differentiation advantage is reflected in the uniqueness of products and brand value. The differentiation advantage of Dongfeng Motor Company is mainly reflected in the uniqueness of products and brand value. Through independent research and development and innovation, diversified product lines, high quality and cost-effective efforts, Dongfeng Motor has established a unique brand image and competitive advantage in the market. At the same time, through the continuous improvement of scientific and technological innovation and intelligence, customer orientation and service, Dongfeng Motor's brand value has also been further enhanced and consolidated.

Moreover, technological advantage is also an important part of competitive advantage. Through continuous technological innovation, the enterprise constantly improves the function and performance of the product, and then occupies a leading position in the market.

Finally, customer relationship management and service quality are also important factors affecting the competitive advantage of enterprises. Establishing good relationships with customers can enhance customer loyalty and increase the rate of repeat purchases. With its excellent customer service and convenient shopping experience, Amazon has successfully attracted and retained a large number of customers and enhanced its market competitiveness.

The table lists the definitions most widely used by experts in the field of competitive strategy management [23].

Table 1.1
Definitions of competitive advantage

Igor Ansoff	As a pioneer of strategic management, Ansoff emphasizes that enterprises build competitive advantages through strategic planning and environmental adaptation, and his SWOT analysis (strengths, weaknesses, opportunities, threats) has become an important tool for enterprises to analyze the competitive environment.
Michael Porter	Porter's five forces model (bargaining power of suppliers, bargaining power of buyers, ability of potential competitors to enter, substitution ability of substitutes, and current competitive ability of competitors in the industry) reveals five forces of industry competition, and enterprises need to deal with these forces through differentiation strategy, cost leadership strategy or concentration strategy to gain competitive advantage.
S.K. Blagrad, Prahalad and Hamel	They jointly put forward the concept of core competitiveness, arguing that the source of a firm's competitive advantage lies in its unique combination of resources and capabilities, that is, core competitiveness. Enterprises need to identify, cultivate and protect these core competencies to maintain competitive advantage.
James Sheth and Michelle Tracy	They emphasize the theory of dynamic competition, which believes that the market is constantly changing, and enterprises need to flexibly respond to the actions of competitors, and maintain competitive advantages through strategies such as preemptive attack, counterattack or retreat.
Fred Versima and T. Stewart	As experts in strategic alliances and partnerships, they point out that companies can share resources, reduce costs, and improve innovation by forming strategic alliances with competitors, suppliers, and customers, thereby jointly enhancing competitive advantage.

Source [27]

To sum up, the essence of enterprise competitive advantage lies in bringing continuous performance improvement to the enterprise, and its scope covers many aspects such as cost, differentiation, technology and customer relationship. Understanding these elements is essential for enterprises to develop effective strategies in the fierce market competition.

The existence of competitors is of great significance to the development of enterprises. They not only encourage enterprises to continuously improve product quality, reduce costs, and innovate services to adapt to changes in market demand and consumer preferences, but also promote enterprises to constantly find new growth points and development directions through competitive pressure. At the same time, enterprise competitors are also an important driving force for industry innovation and progress, and the competition between them helps to promote the technological progress and industrial upgrading of the entire industry.

There are various types of competitors, each of which has a different impact on corporate strategy and market positioning. Here is a detailed explanation of these types:

– direct competitors: direct competitors are those that produce or provide products or services that are identical or highly similar to the enterprise. These enterprises directly compete for the same consumer groups in the market, usually through price, product quality, service, marketing means and so on. Direct competitors are the type of competitors that companies pay the most attention to, because they have the greatest direct impact on the company's market share and profitability.

– indirect competitors: indirect competitors do not directly provide the same product or service, but they meet similar consumer needs. For example, movie theaters and amusement parks both provide leisure and entertainment services, so they can be seen as indirect competitors to each other. Indirect competitors may influence consumers' purchasing decisions by offering more attractive options, thereby indirectly affecting a firm's market performance.

– potential competitors: potential competitors are those that are not currently in the market, but are likely to enter and compete with the company in the future. These companies may have the resources, technology and capabilities needed to enter the market, but have not yet made decisions or are in the pipeline. Potential competitors are the ones that companies need to pay close attention to, as they may change the market landscape at any time.

– providers of alternatives: providers of alternatives are businesses that offer products or services that meet the same consumer needs but fall into different categories. For example, e-books can be seen as a substitute for traditional paper books. Alternative providers compete for consumers by offering more cost-effective, convenient or other advantages, thus threatening the market share of enterprises.

– useful competitors: useful competitors are also competitors of the enterprise, but they promote the development of the entire industry by improving industry standards, driving technological innovation, and so on. These competitors set a benchmark for the enterprise, prompting the enterprise to continuously improve its own ability and service level. Useful competitors contribute to the healthy development of the entire industry and bring more opportunities and challenges to the enterprise.

– disruptive competitors: disruptive competitors are those that have a significant impact on the existing market landscape through disruptive business models, technological innovations or marketing strategies. These competitors often do not follow the traditional rules of the industry, but by meeting consumer needs in new ways, so as to quickly take market share. Disruptive competitors are often able to quickly change the market landscape and force others to transform or exit the market.

– maverick competitors: maverick competitors are those who have a unique brand positioning, market strategy or product characteristics to occupy a place in the market. These competitors generally do not pursue direct confrontation with their competitors, but rather build their market position by meeting the needs of a specific group of consumers. Maverick competitors tend to be highly innovative and differentiated, able to attract and retain a loyal group of consumers.

There are many theories related to the competitive advantage of enterprises, mainly including Porter's competitive strategy theory, resource base view theory, dynamic ability theory, etc.

Porter's competitive strategy theory emphasizes the position of enterprises in the market and its competitive strategy. Porter proposed three basic strategies: cost leadership, differentiation and focus. Cost leadership requires enterprises to achieve low cost in production and operation to gain competitive advantage in price; differentiation is to meet specific market demand and enhance brand value; focus strategy is to concentrate resources to serve specific market or niche groups. In this case, Walmart achieved cost leadership through large-scale procurement and efficient supply chain management, while Apple differentiated its products through design and innovation.

The theory of resource base view emphasizes the importance of internal resources in obtaining competitive advantage. This theory holds that the unique resources and ability of enterprises are the source of their competitive advantage. Resources are divided into tangible resources and intangible resources. Tangible resources include equipment, capital, etc., while intangible resources include brand, patent and corporate culture, etc. Take Coca-Cola, for example, its strong brand influence and extensive distribution network make it important position in the soft drink market.

Dynamic capability theory emphasizes the ability of enterprises to use existing resources to innovate and adapt in a rapidly changing environment. Dynamic capabilities include not only the ability to identify new opportunities, but also the ability to reorganize and reconfigure resources. Huawei As a representative of technological innovation, it shows a strong dynamic capability, through continuous r & d investment and market adaptability, to maintain a competitive advantage in the global market.

Below is a table summarizing Porter's Competitive Strategy Theory, Resource-Based View Theory, and Dynamic Capability Theory.

Table 1.2
The competitive advantage of enterprises theories

Theory	Key Concepts	Core Elements/Ideas	Brief Description
Porter's Competitive Strategy Theory	competitive positioning in the market	five forces model, three generic strategies	Emphasizes understanding the competitive forces within an industry (bargaining power of suppliers, bargaining power of buyers, threat of substitutes, threat of new entrants, and rivalry among existing competitors) to develop strategies for competitive advantage. The three generic strategies are cost leadership, differentiation, and focus.
Resource-Based View Theory (RBV)	competitive advantage derived from unique resources	valuable, rare, inimitable, and non-substitutable resources	Asserts that a firm's competitive advantage arises from its unique bundle of resources and capabilities that are valuable, rare, difficult to imitate, and non-substitutable. These resources and capabilities form the basis of sustained competitive advantage.
Dynamic Capability Theory	adapting and transforming capabilities to rapidly changing environments	sensing, seizing, and transforming capabilities	Focuses on the firm's ability to adapt and transform its internal capabilities and resources in response to changes in the external environment. The theory emphasizes the importance of sensing opportunities and threats, seizing them through innovation and strategic change, and transforming the organization's resources and capabilities to exploit these opportunities.

Source [27-29].

1.2. The role of marketing in boosting the competitiveness of the enterprise

Marketing is an important tool for enterprises to achieve their competitive advantages in the fierce competition environment. Effective marketing strategies can not only help companies attract and retain customers, but also enhance their brand image and increase their market share, thus enhancing their overall competitiveness [29].

The core of marketing is to understand consumer demand and market trends.

Through market research and analysis, companies can identify target markets and potential customers, and then develop products and services that meet consumer expectations. For example, through consumer feedback and market research, a home appliance enterprise found that smart home products have gradually become hot spots in the market, and then adjusted its product line and launched a series of smart home devices, which successfully attracted a large number of users and increased its market share.

In addition, marketing plays a key role in brand-building. Brand is not only the logo of the product, but also the cognition and trust of consumers to the enterprise. Through effective brand communication and marketing activities, enterprises can establish a unique brand image in the hearts of consumers and form barriers to competition. For example, Apple has successfully shaped its brand value through high-end positioning and unique advertising, and user loyalty to its products has been significantly improved, which makes Apple remain highly competitive in the global market.

Marketing also involves multi-channel promotion strategies. Modern enterprises usually promote the market through the combination of online and offline methods. Emerging channels such as social media, online advertising, and email marketing offer companies broader opportunities to reach consumers. A FMCG company launched interactive marketing activities through social media platforms, which triggered the enthusiastic participation of consumers, thus enhanced the brand awareness and reputation, and promoted the sales growth.

According to different market environments, the flexible adjustment of marketing strategies is also an important factor to enhance the competitiveness. Enterprises need to timely optimize and adjust their marketing strategies according to the industry dynamics and market feedback. For example, during the economic downturn, a car maker maintained sales growth in a highly competitive market by launching promotional activities and financial services to attract consumers to buy cars.

Marketing strategy is a series of specific action plans and programs formulated by enterprises to achieve their market goals, aiming at meeting consumer demand and enhancing market competitiveness. The core of the marketing strategy is to define the target market, identify consumer needs, design products and services, and bring them to the market through effective communication and distribution means.

Marketing strategies can usually be divided into several types:

1. product strategy: involving product design, quality, characteristics, brand and packaging, etc. Enterprises need to develop competitive products according to the market demand and the competitive environment. Apple, for example, has successfully built a strong brand image through continuous innovation and launching its iPhone with unique design and features.

2. price strategy: to determine the pricing methods of products, including cost-plus pricing, market-oriented pricing and competition-oriented pricing, etc. A reasonable pricing strategy can attract consumers and increase their market share. For example, some FMCG companies stand out in the highly competitive market by attracting consumers through low-price promotion strategies.

3. channel strategy: refers to how enterprises transfer products from producers to final consumers. It is crucial to choose the right distribution channels, including direct sales, agents, wholesalers and e-commerce. Take Amazon as an example. With the online platform as the core, it has opened up the supply chain and greatly improved the market coverage of its products.

4. promotion strategies: including advertising, sales promotion, public relations and direct marketing. Effective promotion strategies can enhance brand awareness and increase purchase intentions. For example, Nike has enhanced the brand's market reach by sponsoring sports events and celebrity endorsements.

5. service strategy: covering pre-sale, in-sale and after-sales service. Quality service can improve customer satisfaction and loyalty, thus promoting the long-term development of the enterprise. For example, Zappos is known for its excellent customer service and is successfully attracting and retaining large numbers of customers [49].

The formulation and implementation of marketing strategy is the key link for enterprises to realize their competitive advantage. Effective marketing strategies can not only help enterprises identify and meet customer needs, but also enhance brand awareness and increase market share. The following details will analyze the various stages of the process.

First, the development of marketing strategies requires market research to have a deep understanding of the characteristics of the target market, customer preferences and the performance of competitors. Through qualitative and quantitative analysis, enterprises are able to identify potential opportunities and threats and provide data support for strategy development. For example, before entering a new market, through questionnaires and focus group discussions, local consumers prefer more healthy and environmentally friendly products, thus adjusting their product portfolio to introduce organic food that meets the market demand.

After clarifying the target market, enterprises need to choose the appropriate market segmentation strategy. According to consumer behavior, geographical location, demographic characteristics, etc., the segmentation can help enterprises to make marketing plans more accurately. For example, for young consumers, a brand of sports shoes not only emphasizes fashion and comfort in product design, but also accurately launches on social media, successfully attracting a large number of target customers.

Next, develop a specific marketing mix (4P) strategy. The product strategy should ensure that the product quality, function and design meet the market demand; the pricing strategy considering the cost, market competition and consumer psychology; the channel strategy should ensure that the product can reach consumers smoothly, including online and offline multi-channel distribution; the promotion strategy should develop promotional activities to attract consumers, such as discounts, gifts and advertising. For example, a cosmetics company has successfully boosted sales by streaming online, showing product results and offering time-limited discounts.

Table 1.3

Characteristic of marketing mix

Element	Description
Product	Unique value proposition, focusing on product features, quality, etc.
Price	Pricing strategy affecting market share, considering cost assessment, competitor analysis, and market analysis.
Place	Distribution and sales channels, emphasizing the establishment of dealer networks and sales channels.
Promotion	Influencing customers through promotion and marketing activities to attract purchases.

Source [2]

In the process of implementation, enterprises should pay attention to the coordination and consistency of marketing activities. Communication between various departments is crucial to ensure the close connection between marketing and research and development, production, after-sales service and other links. In addition, real-time monitoring of the effect of marketing activities and timely adjustment of strategies through data analysis can improve the implementation effect. For example, an e-commerce platform uses big data to analyze users' purchasing behavior, and adjusts non-selling products, which improves the overall sales performance.

Finally, evaluating the effectiveness of the implementation is the key to the success of the marketing strategy. Enterprises should set clear KPIs (key performance indicators), such as market share, sales growth rate and customer satisfaction, and conduct regular evaluation. Through feedback, enterprises can identify successful factors and shortcomings, so as to optimize and adjust to ensure the continuous improvement of competitiveness.

To sum up, the formulation and implementation of marketing strategy is a systematic process, involving market research, target market selection, marketing portfolio design, implementation coordination and effect evaluation and other links. Through scientific and reasonable strategies, enterprises can stand out in the fiercely competitive market and achieve a sustainable competitive advantage.

1.3. Corporate social responsibility as constituent part of competitive edge of enterprise

As an important part of enterprise management, corporate social responsibility (CSR) has been paid more and more attention by the academic and practical circles. It is not only related to the impact of enterprises on society and environment, but also related to the competitive advantage of enterprises in the market. By assuming social responsibility, enterprises can enhance brand image and reputation, thereby enhancing consumer trust and loyalty. These factors directly affect the competitiveness of enterprises [26].

The implementation of corporate social responsibility can be divided into several levels. First, companies' efforts in environmental protection, such as reducing carbon emissions and improving resource efficiency, can attract consumers who are concerned about sustainable development. For example, by using renewable materials and cleaner production technologies, certain enterprises have not only reduced operating costs, but also won social recognition, thus gaining an edge over the competition [27].

Secondly, the participation of enterprises in social welfare activities, such as donation and voluntary service, can enhance their image in the eyes of the public. Through the establishment of foundations, many enterprises actively participate in public welfare projects in the fields of education and health, and create a good social image. This image not only helps attract customers, but also boosts employee morale and loyalty, thereby enhancing overall competitiveness.

Moreover, corporate social responsibility practices can also promote innovation. In the process of focusing on social issues, companies can often find new market opportunities. For example, by developing environmentally friendly products or services, some enterprises not only meet the market demand, but also promote technological innovation. This innovation not only enhances a company's competitive advantage, but also opens up new areas for it in the market.

However, taking on social responsibility is not a burden for companies, but a strategic choice. Businesses need to strike a balance between economic interests and social responsibility. In the context of sustainable development, corporate social responsibility is not only a moral requirement, but also a necessary condition for achieving long-term competitive advantage.

Finally, enterprises need to establish an effective evaluation mechanism when implementing social responsibility to ensure the effectiveness and transparency of their actions. This evaluation mechanism not only helps enterprises to identify and improve their social responsibility practices, but also demonstrates their efforts and achievements in social responsibility to stakeholders, thus further enhancing their competitive advantage.

In the theoretical framework, the proposal of the hypothesis provides a direction for the research. The following assumptions can be set up:

1. There is a positive correlation between technological innovation and enterprise competitive advantage.

2. Effective marketing strategy can significantly improve the market competitiveness of enterprises.

3. The performance of corporate social responsibility is positively correlated with consumers' brand loyalty.

The above hypotheses will be tested in subsequent empirical studies to explore the role and mechanism of each factor in the formation of enterprise competitive advantage. This theoretical framework provides the basis of systematic analysis for the research, and makes the discussion of the competitive advantage of enterprises more comprehensive and in-depth.

The evaluation and improvement of corporate social responsibility (CSR) is an important link to promote the sustainable development of enterprises and enhance their competitive advantage. An effective evaluation mechanism can not only help enterprises identify the impact of their social responsibility activities, but also encourage enterprises to make necessary adjustments and improvements to improve the overall social responsibility performance.

The process of assessing CSR should include multiple dimensions. First, quantitative evaluation can be achieved through key performance indicators (KPIs), such as specific data on environmental protection, employee welfare, community contribution, and so on. These data can reflect the actual performance of enterprises in social responsibility. Qualitative assessments focused on stakeholder feedback, including input from employees, customers, suppliers, and the community. This feedback can be collected through questionnaires, in-depth interviews, and focus group discussions to help companies understand the actual impact of their social responsibility activities.

In the evaluation process, companies should align to international standards, such as the Global Reporting Initiative (GRI) and the United Nations Sustainable Development Goals (SDGs). These standards provide a systematic framework to help companies to develop social responsibility goals and conduct self-assessment. By comparing their own performance with industry standards, enterprises can identify their own advantages and deficiencies, so as to find the entry point for improvement.

The development of improvement measures should be based on the evaluation results. Enterprises can improve the implementation effect of social responsibility by setting new social responsibility goals, improving resource allocation, and enhancing employees' sense of participation. For example, an company enhances its image among consumers by setting up a special CSR team that regularly analyzes project results and adjusts its social responsibility strategy in response to market changes.

In addition, enterprises should also attach importance to transparency and communication. Regular publication of social responsibility reports and disclosure of corporate efforts and achievements in social responsibility can improve the trust of stakeholders. By establishing a good communication mechanism with all parties in the society, enterprises can not only improve their own social responsibility image, but also collect more feedback information, so as to provide a basis for subsequent improvement.

In general, the evaluation and improvement of CSR is a dynamic and continuous process. Enterprises should establish a sound evaluation system, conduct regular performance evaluation, and constantly optimize their social responsibility strategies according to the evaluation results, so as to achieve greater social value and commercial value.

Corporate social responsibility (CSR) plays an important role in today's business environment, not only affecting the public image of enterprises, but also directly related to their competitive advantages. In this part, several specific cases will be used to analyze how enterprises can improve their competitive advantage through effective social responsibility practice.

Nike (Nike), for example, has taken a series of social responsibility measures, including improving working conditions, using sustainable materials and supporting community development. Nike has implemented a "sustainable development" strategy designed to reduce the environmental impact of the production process. By launching an environmentally friendly product line, Nike not only meets the growing consumer demand for sustainable products, but also enhances brand loyalty, thus enhancing market competitiveness.

Another classic example is Unilever (Unilever), which combines social responsibility with its business strategy through its "Sustainable Living Plan". Unilever has set clear sustainable development goals, such as reducing greenhouse gas emissions, improving water management and promoting fair trade. These initiatives not only enhance their brand image, but also attract consumer groups who are highly concerned about social responsibility, further driving sales growth.

Looking at Starbucks (Starbucks), its practice in the field of corporate social responsibility is also quite representative. Starbucks is committed to supporting coffee farmers, helping farmers improve their production capacity through fair trade purchasing and providing educational and technical support. This approach not only ensures the quality of the product, but also enhances consumers' trust in the brand. The success of Starbucks shows that when enterprises actively participate in social responsibility, they can not only realize social value, but also effectively improve their competitiveness.

In addition, tech companies such as Google (Google) have also achieved significant results in social responsibility. Google advocates the use of green energy and is committed to reducing carbon emissions. Its "Green Data Center" project has significantly reduced operating costs by optimizing energy management. This green innovation not only boosts Google's leading position in the technology industry, but also sets an example for other companies, showing that social responsibility does not contradict business interests.

The above cases show that through effective social responsibility practice, enterprises can achieve remarkable results in enhancing their brand image, enhancing consumer trust, attracting investors and promoting employee loyalty. These factors are combined to form a strong foundation for a competitive advantage. Therefore, enterprises should bring social responsibility into core consideration in order to achieve long-term sustainable development and competitiveness.

CHAPTER 2
ANALYSIS OF COMPETITIVENESS OF DONGFENG MOTOR CORPORATION

2.1 Technical and economic characteristics of an enterprise

Dongfeng Motor Group was listed on the Hong Kong Stock Exchange on December 7, 2005. Dongfeng Motor Group's business covers a full range of commercial vehicles, passenger vehicles, military vehicles, new energy vehicles, key automotive assemblies and parts, automotive equipment, travel services, auto finance, etc. Domestic business mainly distributed in Wuhan, Guangzhou, Zhengzhou, Chengdu and other more than 20 cities across the country. Dongfeng Motor Group has an overseas research and development base in Sweden, shares in Stellantis Group, and carries out global cooperation and collaboration with more than 10 international vehicle and parts enterprises, and its products are sold to more than 80 countries around the world. In 2022, the Group's vehicle sales reached 2,464,500 units, ranking third among domestic automobile manufacturers in terms of sales volume, with a market share of 9.17%. As of December 31, 2022, it had a vehicle production capacity of about 3,855,000 units, leading the industry. Dongfeng Motor Group has a complete industrial chain layout of commercial vehicles and excellent product characteristics, and is a leading commercial vehicle manufacturer in the industry. The company conducts commercial vehicle business through its holding subsidiaries Dongfeng Commercial Vehicle Co., LTD., Dongfeng Special Commercial Vehicle Co., LTD., and Dongfeng Liuzhou Automobile Co., LTD. Dongfeng Motor Group's passenger car product line is complete, and has long been in the leading position in the domestic automobile industry, with extensive market influence and high brand awareness. Passenger car business is mainly carried out through the subsidiary Dongfeng Passenger Car Company, the holding subsidiary Dongfeng Liuzhou Automobile Co., LTD., the joint venture company Dongfeng Motor Co., LTD., and Dongfeng Honda Motor Co., LTD. In the field of independent new energy vehicles, Dongfeng Motor Group has fully completed the strategic layout of new energy vehicle brands, platforms, commodities, key assemblies and core technical resources, and formed a brand layout covering luxury (M brand), high-end (Lantu brand), mid-range (Fengsheng, etc.) and economic (nano) segments [33].

According to the annual report of Dongfeng Motor Group and its business activities in the past three years, the following is an analysis of its business characteristics:

First, features of business activities in 2022: Significant growth of passenger car business: In 2022, the sales revenue of passenger car business of Dongfeng Group was about 46.732 billion yuan, an increase of about 43.6% over the same period of last year. This growth was mainly due to the contribution of the passenger car business of Dongfeng Passenger Car Company, Landu Automotive Technology Co., Ltd. and Dongfeng Liuzhou Automobile Co., LTD. Commercial vehicle business declined sharply: Affected by the decline in sales, Dongfeng Group's commercial vehicle business sales revenue fell 45.86% in 2022. This was mainly attributable to the decline in the performance of the commercial vehicle businesses of Dongfeng Commercial Vehicles Co., LTD., Dongfeng Liuzhou Automobile Co., LTD., and Dongfeng Special Commercial Vehicles Co., LTD. Rapid growth of new energy business: Dongfeng Group's new energy business performed well in 2022, with sales of about 346,100 new energy vehicles, an increase of about 115.5%, nearly 22 percentage points higher than the industry. Among them, the sales volume of new energy passenger vehicles was about 320,400, an increase of about 123.5%; The sales volume of new energy commercial vehicles was about 25,800 units, an increase of about 48.7%. Auto finance business decline: Affected by the decline in sales, Dongfeng Group's auto finance business income showed a downward trend in 2022, with revenue of about 6.438 billion yuan, a decrease of about 2.138 billion yuan from the same period last year, a decrease of about 24.9%.

The following figure shows the new energy sales volume of Dongfeng Group in 2022.

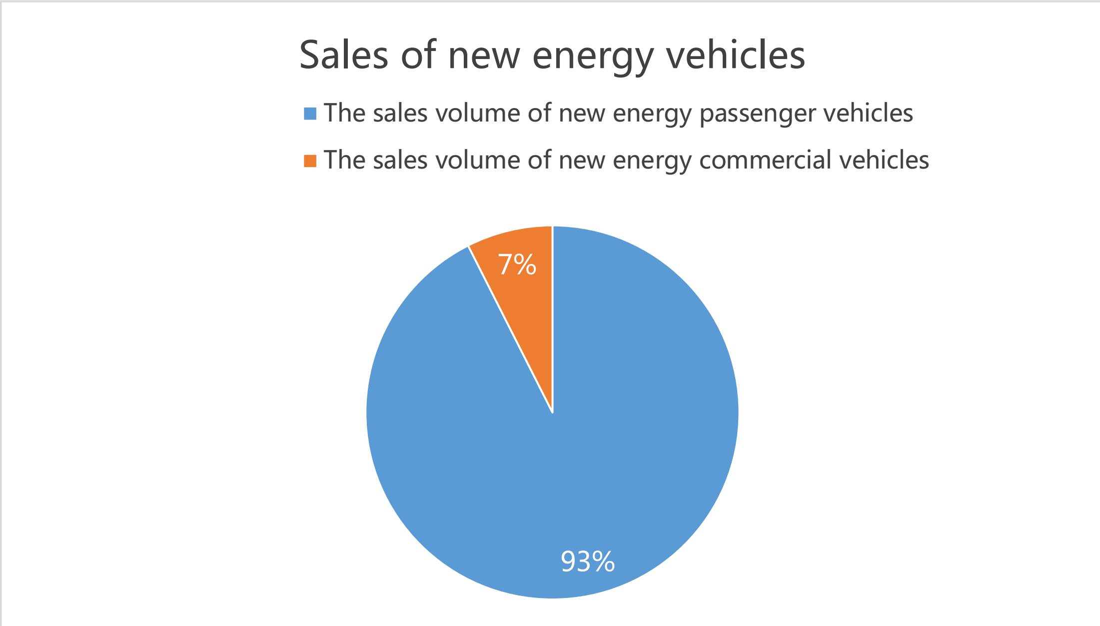

Fig. 2.1. Sales of new energy vehicles
Source: [33]

Second, the characteristics of business activities in 2023: revenue declined slightly and net profit declined sharply: According to the financial report of Dongfeng Stock (600006), the total revenue of Dongfeng Motor Group in 2023 was 12.07 billion yuan, down 0.98% year-on-year; Net profit attributable to the parent was RMB200 million, down 29.83% year-on-year. Launched the "transformation and upgrading three-year action" : Dongfeng Company launched the "transformation and upgrading three-year action" to orderly build the "4+2" business layout (4 refers to the autonomous passenger car business division, commercial vehicle business division, parts business division, financial services business division; 2 refers to Dongfeng Honda and Dongfeng Nissan), integrated resources, and realized the transformation from separate troops to group army operations. Implementation of Commercial vehicle "jump project": Dongfeng announced the implementation of commercial vehicle "jump project", the establishment of commercial vehicle business division, concentrated superior resources, to promote the integrated operation of commercial vehicle business. Passenger Car new energy "jump action" : Dongfeng Company implemented the passenger car new energy "jump action", adjusted the management system of independent passenger car new energy business, and set the strength of the whole company to develop independent new energy business. Sales target not reached: Although Dongfeng Group set a sales target of 3 million units in 2023, a year-on-year increase of 21.7%, it was actually affected by the market environment and internal adjustments, and this target was not reached.

Third, the characteristics of business activities in 2024 (as of the interim period): revenue and net profit growth: According to the interim results report of Dongfeng Group in 2024, the company's revenue in the first half of this year reached 51.15 billion yuan, an increase of 12.1% year-on-year; The net profit attributable to shareholders of the listed company was 684 million yuan. Steady growth of passenger car and commercial vehicle business: Sales revenue of passenger car business was about 21.556 billion yuan, an increase of 35.93%; The sales revenue of commercial vehicle business was about 26.166 billion yuan, an increase of 2.87% year-on-year.

The rapid development of new energy business: the sales volume of new energy vehicles reached 154,000, an increase of 28.5%, and the proportion of new energy vehicles in the total sales volume of the group increased by 3.3 percentage points. Sales increased steadily: the overall sales volume was about 966,100 units, an increase of about 2.2%; The sales volume of autonomous passenger car business was about 18800 units, an increase of 19.9%. The sales volume of the joint venture business was about 587,000 units, of which the sales volume of Dongfeng Nissan decreased by 1.4% year-on-year, and the sales volume of Dongfeng Honda increased by 4.8% year-on-year. The commercial vehicle business sold about 191,400 units, an increase of about 8.9% [34]. The figure below shows sales in the first half of 2024.

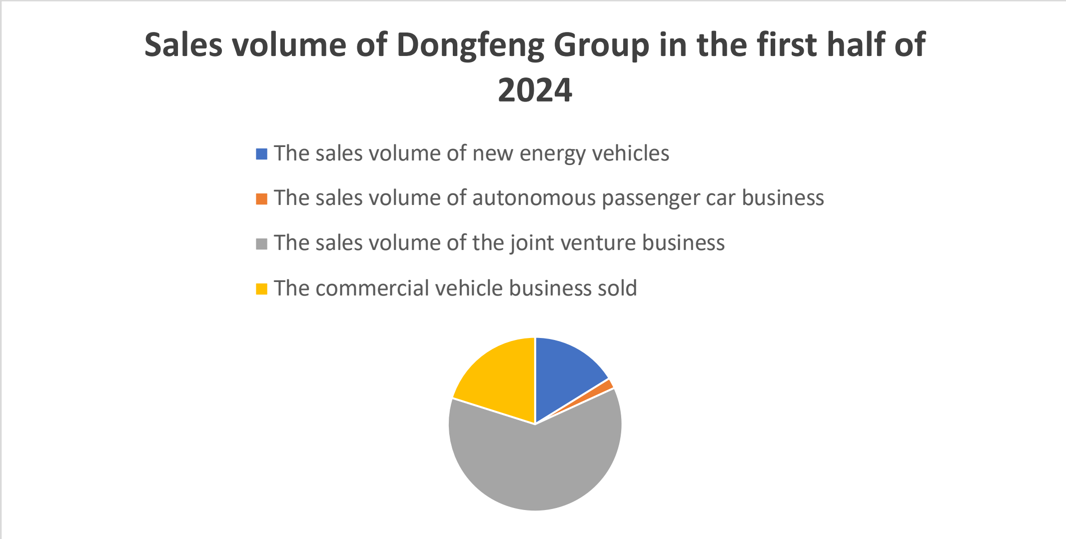

Fig. 2.2. Sales volume of Dongfeng Group in the first half of 2024

Source: [34]

To sum up, Dongfeng Motor Group has shown the following characteristics in its business activities in the past three years: passenger car business continues to grow, commercial vehicle business stabilizes after experiencing fluctuations, new energy business develops rapidly as a new growth point, and auto finance business is affected to a certain extent. At the strategic level, Dongfeng Motor Group actively promotes transformation, upgrading and professional integration in order to cope with market challenges and enhance core competitiveness.

Dongfeng Motor Group's interim revenue in 2024 was approximately RMB 51.145 billion, an increase of approximately RMB 5.505 billion, or 12.1%, compared with approximately RMB 45.64 billion in the same period last year; The change in revenue mainly came from Jingshi Automotive Technology Co., Ltd. and Dongfeng Motor Group Co., LTD. Passenger Car Company, Dongfeng Liuzhou Automobile Co., LTD., Dongfeng Commercial Vehicle Co., LTD., Dongfeng Motor Co., LTD.

Dongfeng Motor Group's passenger car business sales revenue in 2024 was about 21.556 billion yuan, which was about 15.858 billion yuan in the same period last year, an increase of 5.698 billion yuan, an increase of 35.93%. In 2024, the Group's commercial vehicle business sales revenue was about 26.166 billion yuan, an increase of about 730 million yuan compared with about 25.436 billion yuan in the same period last year. The increase is about 2.87 percent. In 2024, the revenue of China Group's auto finance business was about 2.865 billion yuan, which was about 3.434 billion yuan in the same period last year, a decrease of about 569 million yuan, or 16.57%. The following table shows the financial analysis of Dongfeng Motor Group for mid-2024 and mid-2023 [34].

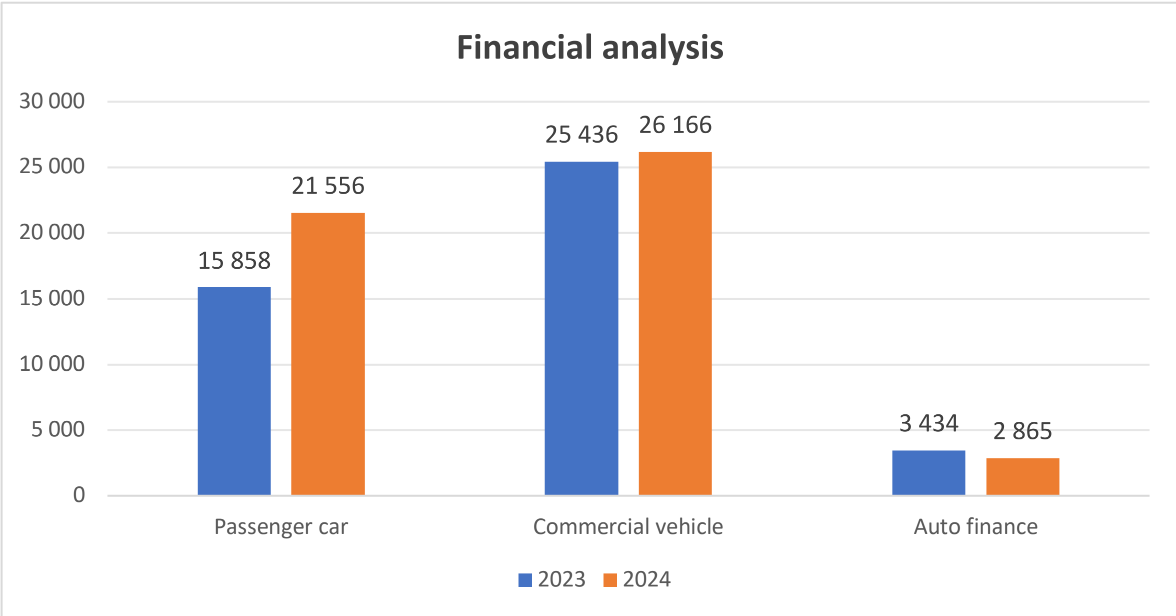

Fig. 2.3. Financial analysis of Dongfeng Motor Group for mid-24 and mid-23
Source: [34]

Taking Dongfeng Motor Group as an example, the impact of marketing strategy on the competitive advantage of the enterprise is mainly reflected in the following aspects: by developing effective marketing strategies, such as TV advertising, outdoor advertising, magazine advertising and other media publicity, as well as participating in public welfare activities and sponsoring sports events, Dongfeng Motor Group has improved its brand image in the eyes of the public. These strategies not only increase the favorable impression of consumers on Dongfeng Motor Group, but also improve the brand awareness and reputation, thus enhancing the market competitiveness of the enterprise.

Dongfeng Motor Group has successfully attracted more potential consumers by increasing its brand publicity and promotion efforts, as well as providing an excellent car-buying experience. These marketing strategies have not only increased the share of Dongfeng Motor in China's auto market, but also expanded the new energy vehicle market. For example, Dongfeng Commercial Vehicles exhibited a number of latest technological achievements and exhibition cars at the Science and Technology Innovation Week, which not only demonstrated the company's technical strength, but also attracted the attention of more industry experts and consumers, and further expanded its market share.

In the fierce market competition, Dongfeng Motor Group realizes product differentiation competition through marketing strategy. For example, in the field of new energy vehicles, Dongfeng Motor Group has increased its research and development and promotion of electric vehicles, and launched a number of high-quality new energy vehicles that meet market demand. These products not only meet the needs of consumers for environmental protection and energy saving, but also form a clear differentiation advantage with competitors through unique design and functional configuration.

Dongfeng Motor Group has optimized its sales channels and service network through marketing strategies. A comprehensive sales and service network for new energy vehicles has been established nationwide to provide one-stop car purchase, charging, maintenance and other services. These initiatives have not only improved the car-buying experience of consumers, but also enhanced the service competitiveness of enterprises.

In the face of complex and changing market environment and increasingly fierce competition, Dongfeng Motor Group responds to market changes and challenges in a timely manner by developing flexible marketing strategies. For example, in response to the rapid development of the new energy vehicle market, Dongfeng Motor Group has increased its research and development and promotion of new energy vehicles. In view of the situation that consumers' willingness to buy cars is affected by multiple factors such as economic environment and policy adjustment, Dongfeng Motor Group has attracted more consumers by adjusting its sales strategy and providing preferential policies.

2.2. Analysis of the external and internal environment of Dongfeng Motor Corporation

The external and internal environment analysis is the key link to understand the competitive advantage of enterprises. The external environment includes market, economic, social, technical, political and legal factors, while the internal environment involves the resources, capacity and culture of the enterprise [29].

Within the framework of this study, and as the enterprise as a whole, the external and internal environment of the enterprise directly affects the competitive advantage of the enterprise.

The external environment analysis first considers the market structure and competitive situation. The number of competitors, market share and competitive strategy in the industry directly affect the market positioning and pricing power of enterprises.

Dongfeng Motor Group's corporate culture reflects its values, beliefs and ways of doing things. Companies adhering to the "innovation and progress, integrity and win-win" values, adhere to the "professional, integrity, customer first" business philosophy. At the same time, the company pays attention to enhancing the brand image, and further enhances the international influence of Dongfeng brand through cooperation with international well-known brands. Dongfeng firmly believes that the automobile has always been a master of advanced technology in the industrial field, not only a mobile tool, but also a third space outside of home and work, with unlimited innovation and development possibilities, bringing customers pleasant and convenient technology experience, and bringing unlimited pursuit and imagination to people's lives. "Driving the dream" is to uphold the original intention of serving the country and letting the people enjoy a better travel life, always believe in scientific and technological innovation driven, committed to building an automobile power, committed to becoming the backbone of national brands, to realize the dream of Dongfeng, but also help customers, investors, partners and employees realize their dreams. Dongfeng Motor Group's brand values are quality, wisdom, and happiness. "Quality" is the root of Dongfeng brand, product is taste, quality is quality. This quality is the organic unity of enterprise quality, employee quality and product quality. "Wisdom" is the source of Dongfeng brand. Wisdom is ability, wisdom is emotion, constantly improve the ability of "wisdom", enrich the experience of "wisdom". "Harmony" is the soul of the brand, and is the character, joy is the state of mind. Firmly believe in creating a warm division and ecology, creating the joy of customers, social joy and staff joy [33].

Dongfeng Motor Group pays attention to the improvement of corporate governance structure, and has established governance institutions such as the Board of directors and the Board of Supervisors to ensure that the company's decision-making is scientific, reasonable and transparent. At the same time, the company also strengthened internal control and risk management to ensure the steady operation and sustainable development of the company. Dongfeng Motor Group actively fulfills its social responsibility and gives back to the society through donation, poverty alleviation, environmental protection and other ways to show its social responsibility. The company pays attention to technological innovation and R&D investment, and constantly improves the technical level and market competitiveness of products. For example, the core components such as the engine and gearbox of Dongfeng Winfan T5 are equipped with advanced technology and processes.

In terms of external environment, Dongfeng Motor Group is faced with dual competition in domestic and foreign markets. In the domestic market, with the diversification and individuation of consumer demand, the competition in the automobile market is becoming increasingly fierce. In terms of the international market, the global automobile market is undergoing profound changes, and new technologies such as new energy vehicles and intelligent connected vehicles continue to emerge, posing challenges to traditional automobile manufacturers. In terms of internal environment, Dongfeng Motor Group has strong research and development capabilities and brand influence, but it also needs to strengthen investment in new energy, intelligent network and other fields to cope with market changes.

The following is a SWOT analysis of Dongfeng Motor Group.

Strengths (S):

1. Brand awareness: Dongfeng Motor, as an important player in China's automotive industry, has a high brand awareness and reputation.

2. Rich product line: Dongfeng Motor's product line covers commercial and passenger vehicles, including a number of well-known brands and models, to meet the needs of different consumers.

3. Technological innovation: Dongfeng Motor pays attention to technological innovation and R&D investment, and continuously improves the technical level and market competitiveness of products.

Weaknesses(W):

1. Brand influence is relatively weak: Compared with FAW Group and SAIC, Dongfeng Motor may be slightly inferior in terms of brand influence.

2. New energy vehicle market layout to be strengthened: Although Dongfeng Motor has made remarkable achievements in the field of new energy vehicles, compared with some emerging brands, its layout and innovation ability in the new energy vehicle market still need to be further strengthened.

Opportunities (O):

1. The rapid growth of the new energy vehicle market: With the rapid development of the new energy vehicle market, Dongfeng Motor is expected to launch more high-quality products that meet market demand by increasing investment and research and development efforts in the field of new energy vehicles, so as to seize market opportunities.

2. National policy support: the Chinese government attaches great importance to the development of the new energy automobile industry and has introduced a series of supporting policies. Dongfeng Motor can make full use of these policy advantages to promote the rapid development of new energy vehicle business.

Threats (T):

1. Market competition intensifies: With the rapid development of the new energy vehicle market and the gradual contraction of the fuel vehicle market, the

competition between traditional car companies and new forces of car manufacturing will be more intense. Dongfeng Motor needs to continue to innovate and enhance competitiveness in order to remain invincible in the market.

2. Supply chain risks: Supply chain issues continue to exist globally, posing a threat to Dongfeng Motor's production and delivery capabilities. How to establish a more stable and reliable supply chain system is an important issue that Dongfeng Motor needs to face.

Comprehensive analysis of external and internal environment can help enterprises to identify their strengths and weaknesses, find potential opportunities and threats, and then formulate more targeted strategies to improve their competitive advantages.

2.3. Evaluation of the competitive edge of the enterprise

The evaluation of an enterprise's competitive advantage involves multiple dimensions, including financial performance, market share, brand value, customer satisfaction and innovation ability. These metrics can help companies identify their position in the industry and develop strategies to enhance competitive advantage [30].

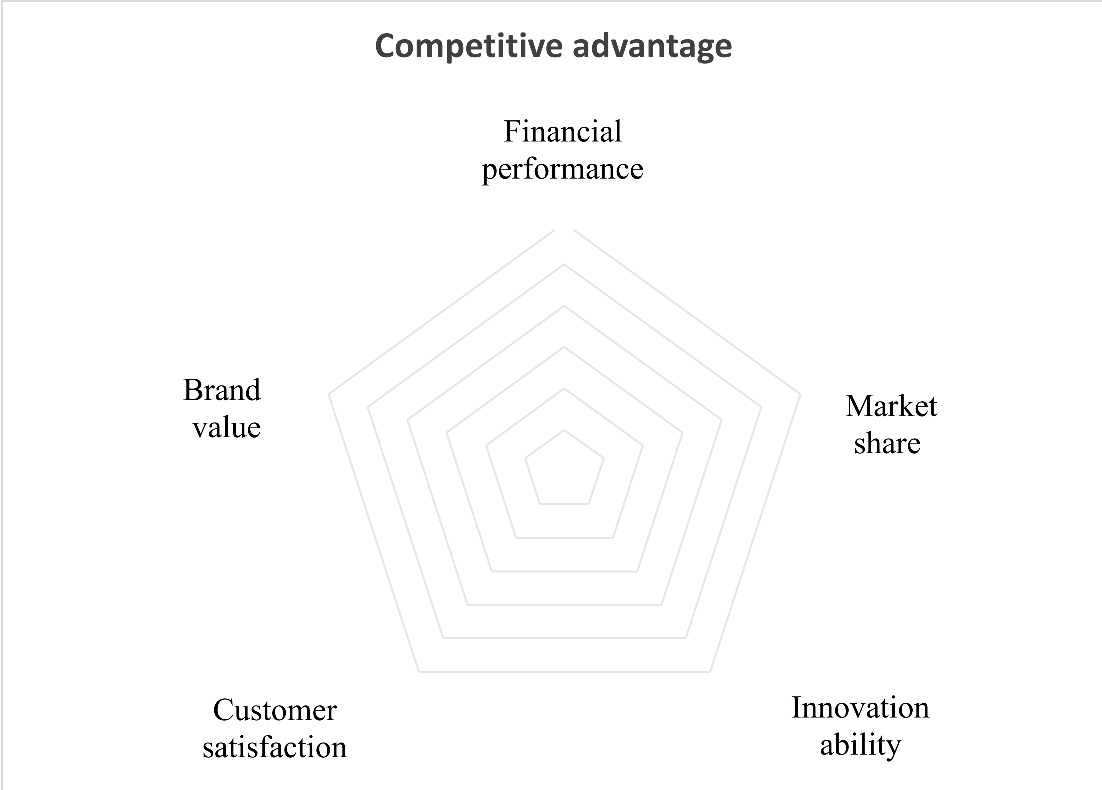

Fig. 2.4 Competitive advantage

Source [30]

Financial performance is an important basis for evaluating an enterprise's competitive advantage, which is usually quantified by financial indicators such as profit rate, sales growth rate and return on investment. Taking a well-known technology company as an example, its higher than the industry average profit margin and steadily increasing sales indicate that the company has strong competitiveness in cost control and market demand grasp.

Table 2.1

Financial summary of Dongfeng Motor Group in recent five years (for the year ending 31 December 2023)

	2023 (RMB million)	2022 (RMB million)	2021 (RMB million)	2020 (RMB million)	2019 (RMB million)
Result Revenue	99,315	92,663	113,168	108,441	101,087
Cost of sales	89,849	83,836	98,929	92,629	87,596
Gross profit	9,466	8,827	14,239	15,812	13,491

Other income	4,143	6,031	5,080	4,801	2,231
PROFIT FOR THE YEAR	6,813	9,313	11,383	10,567	12,846

Source: [compiled by the author]

Market share is another key metric that reflects the relative position of a business in a particular market. By comparing the market share of competitors in the same industry, a company's competitive position can be assessed. For example, an automobile manufacturer has successfully increased its market share through the implementation of differentiation strategy, so as to stand out in the fierce market competition.

The evaluation of brand value involves consumers' cognition and loyalty to the brand. A strong brand presence can not only attract new customers, but also increase the loyalty of existing customers. A luxury brand has built strong brand equity through continuous brand marketing and high-quality products, giving it an advantage over the competition.

Customer satisfaction is an important index to evaluate competitive advantage. Satisfied customers are more likely to become repeat customers and attract new customers through word of mouth. Through regular customer feedback surveys, companies can understand customer needs and adjust products and services in a timely manner, thereby improving customer satisfaction.

The evaluation of innovation ability is also crucial, and the advantages of an enterprise in technological innovation, product development and service model often determine its long-term competitiveness. Taking an Internet company as an example, its strategy of continuous investment in research and development and innovation has enabled it to achieve a significant leading position in the industry and formed a strong competitive barrier.

Dongfeng Motor Group has certain competitive advantages in cost control, brand influence and sales channels. However, in the field of new technologies such as new energy vehicles and intelligent networking, Dongfeng Motor Group also needs to increase investment and enhance research and development capabilities and innovation capabilities to maintain and enhance competitive advantages.

Based on the evaluation of the above indicators, enterprises can fully understand their own competitive advantages and disadvantages, so as to formulate more targeted competitive strategies and further consolidate and expand their market position. The evaluation process needs to combine quantitative and qualitative analysis methods, data analysis and empirical research to ensure the accuracy and scientificity of the evaluation results.

In the study of competitive advantage, case studies and empirical analysis provide practical support for the theory, and reveal the performance and strategy of enterprises in the market through concrete examples. The following is an in-depth analysis of its competitive advantages through several typical enterprise cases.

From the perspective of the automotive industry, Dongfeng Motor Group can be compared with its two main competitors in the Chinese market, such as FAW Group and SAIC, and a SWOT analysis of Dongfeng can be given.

First, the comparison with competitors.

For example: FAW Group

Its advantage is that FAW Group, as one of the earliest automobile manufacturers in China, has rich manufacturing experience and brand influence. Its product line covers commercial vehicles and passenger cars, including a number of well-known brands such as FAW Jiefang, FAW Volkswagen and FAW Toyota. At the same time, FAW Group has also made significant progress in the field of new energy vehicles. The disadvantage is that FAW Group is relatively slow in the development of its own brands, and some product lines may have the problem of homogeneous competition.

For example: SAIC Motor Corporation

Its strength is that SAIC is one of China's largest automakers, with a rich product line that covers multiple market segments. Saic Volkswagen, SAIC GM and other brands have a broad consumer base in the Chinese market. At the same time, SAIC has also made important breakthroughs in cutting-edge technologies such as intelligent networking and autonomous driving.

Its disadvantage is that SAIC's market share in the new energy vehicle market is relatively low, compared with some emerging brands, its innovation ability and market response speed may be slightly insufficient.

Let's talk about the advantages of Dongfeng Motor Group: Dongfeng Motor Group also has a rich product line, including Dongfeng Nissan, Dongfeng Honda, Dongfeng Fengsheng and other well-known brands. In the field of new energy vehicles, Dongfeng Motor Group has also achieved remarkable results, such as the launch of Dongfeng LAN Map and other brands. In addition, Dongfeng Motor Group also pays attention to technological innovation and research and development investment, and constantly improves the technical level and market competitiveness of products. And its disadvantage: Compared with FAW Group and SAIC, Dongfeng Motor Group may be slightly less powerful in terms of brand influence. At the same time, in terms of the layout and innovation capacity of the new energy vehicle market, Dongfeng Motor Group still needs to be further strengthened.

To sum up, Dongfeng Motor has a certain competitiveness and market position in the Chinese automobile market. However, in the face of increasingly fierce market competition and changing consumer demands, Dongfeng Motor needs to continuously innovate and improve product quality and service levels to meet future challenges and opportunities.

CHAPTER 3
PROPOSALS FOR BOOSTING COMPETITIVE ADVANTAGES OF ENTERPRISES

3.1 Recommendations on increasing the competitiveness of a modern enterprise

In the fierce market competition of modern enterprises, enhancing competitiveness has become the key to survival and development. The following recommendations are designed to provide companies with practical strategies to strengthen their market position.

First of all, enterprises should pay attention to the construction of core competitiveness. Through in-depth analysis of its own resources, it identifies its unique advantages, strengthens these advantages, and forms competitive barriers that are difficult to imitate. For example, some leading technology companies have maintained their competitive edge by constantly introducing innovative products through research and development investment, which has gained high market recognition.

Secondly, improving the quality of employees and teamwork is also crucial. Enterprises need to establish a sound training system to enhance employees' vocational skills and industry knowledge. Take a well-known technology company as an example, regularly organize internal training and external learning, so that employees can keep up with the pace of industry development, and enhance the cohesion and execution of the team.

Third, actively expand market channels and enhance marketing capabilities. Companies can expand their market reach through emerging channels such as e-commerce and social media. Taking a retail enterprise as an example, through the combination of online and offline, it successfully attracted more young consumers and enhanced its brand influence.

In addition, companies should focus on customer experience and service quality. Establish a sound customer feedback mechanism, timely understand customer needs and market changes, in order to quickly adjust the strategy. By responding positively to customer feedback, a service industry company significantly increased customer satisfaction, which in turn boosted sales growth.

Finally, enterprises should pay attention to sustainable development and actively fulfill their social responsibilities. Through environmentally friendly production and participation in public welfare activities, we can not only establish a good corporate image, but also attract more consumer support. For example, some enterprises have obtained certification through green production and become "green pioneers" in the market, standing out from the competition.

To sum up, in the process of enhancing competitiveness, modern enterprises should form comprehensive competitive strategies from the construction of core competitiveness, the improvement of staff quality, the expansion of market channels, the optimization of customer experience and the fulfillment of social responsibility. This will help enterprises to remain invincible in the complex and changing market environment.

Taking Dongfeng Company as an example, the following is a detailed explanation of the strategy of modern enterprises to enhance competitiveness:

First, core competitiveness building: Dongfeng Company is well aware of the importance of core competitiveness, through continuous investment in technology research and development, constantly introduce innovative products, technology leadership for market recognition. For example, Dongfeng Company has carried out in-depth layout in the field of intelligent networked new energy vehicles, accelerated the construction of new energy and intelligent vehicle chains and strong chains, committed to solving the problem of "stuck neck", and focused on building a safe, resilient and green industrial ecology. At the same time, Dongfeng Company has further enhanced its core competitiveness through the implementation of the "4+2" reform and parts "leap creation project" and other initiatives.

Secondly, staff quality improvement and team cooperation: Dongfeng company pays attention to the improvement of staff quality and the cultivation of team cooperation ability. The company has established a sound training system, through the combination of internal training and external learning, so that employees can keep up with the pace of industry development. In addition, Dongfeng also focuses on team collaboration, improving team cohesion and execution by optimizing organizational structure and business processes. For example, the "Wang Tao Class" of the commercial vehicle general assembly plant of Dongfeng Motor Co., Ltd. has achieved a large number of technological innovation results through team learning activities, improving work efficiency and production capacity.

Third, market channel development and marketing capabilities: Dongfeng company actively expand market channels and enhance marketing capabilities. Through e-commerce, social media and other emerging channels, the company has expanded market coverage, and established strategic cooperative relations with a number of well-known enterprises at home and abroad to jointly explore the market. At the same time, Dongfeng company also pays attention to brand building and marketing promotion, through participating in well-known auto shows at home and abroad, holding new product conferences and other ways to enhance brand awareness and influence. For example, in the ASEAN market, Dongfeng Motor has successfully improved its competitiveness in the local market by strengthening localized marketing and services.

Fourth, customer experience optimizations: Dongfeng attaches great importance to customer experience and service quality. The company has established a sound customer feedback mechanism to timely understand customer needs and market changes in order to quickly adjust strategies. At the same time, Dongfeng Company also focuses on improving the level of after-sales service, by providing professional repair, maintenance and rescue services, enhance customer loyalty. For example, Dongfeng Popular passenger cars around the "heart service, comfortable to enjoy" the service concept, developed a number of comfortable series of characteristic service projects, and introduced Huawei IPD product integrated development system, the service thinking throughout the entire product life cycle, comprehensively improve the customer experience.

Fifths, sustainable development and social responsibility: Dongfeng actively fulfills its social responsibility and focuses on sustainable development. The company has established a good corporate image through environmentally friendly production and participation in public welfare activities. At the same time, Dongfeng also focuses on green development and low-carbon environmental protection, through the use of advanced production processes and energy-saving equipment, reduce energy consumption and emissions, and achieve green production. For example, the four products of Dongfeng Fengshen L7 EV, eπ007, eπ008 and Nano 01 have won the recognition of industry authorities for their efforts and achievements in the field of environmental protection and low-carbon, and have been awarded the carbon footprint grade mark of a low-carbon product.

To sum up, Dongfeng Company has formed a comprehensive competitive strategy through the efforts of core competitiveness construction, staff quality improvement, market channel expansion, customer experience optimization and social responsibility fulfillment. The implementation of these strategies not only improves the market competitiveness of Dongfeng Company, but also lays a solid foundation for its future development.

The optimization of technological innovation strategy is an important link to improve the competitive advantage of enterprises. In the current rapidly changing market environment, enterprises must constantly adjust and refine their technological innovation strategies to meet new challenges and opportunities. Optimizing technological innovation strategies involves several aspects, including research and development investment, innovation management, intellectual property protection, and the effectiveness of external cooperation [66].

First, companies should invest more in research and development. By increasing the R&D budget, enterprises can attract more excellent technical talents and purchase advanced equipment and technology. This will not only enhance the ability of technological innovation, but also reduce the time to market. For example, Dongfeng Motor Group has steadily promoted scientific and technological innovation while developing key core technologies. Focus on the two major roads of new energy and intelligent driving, promote the national science and technology research projects and the company's major science and technology projects, and vigorously promote the next generation of skateboard chassis, solid-state batteries, hydrogen fuel cells, and central centralized electronic architecture, autonomous operating systems, autonomous chips, intelligent driving and 800V, 6C ultrafast charge and other new technologies to send and apply. Increase investment in science and technology, increase investment in the research and development of self-owned brand new energy vehicles, build a global innovation center, a global modeling center, etc., and comprehensively improve the construction of hardware and software capabilities. We will increase cooperation between enterprises, universities and research institutes, carry out joint development and tackle key scientific and technological problems, vigorously train and introduce scientific and technological personnel, and promote the application of scientific and technological achievements. Secondly, the optimization of innovation management is particularly important. Companies can adopt an open innovation model that encourages both internal employees and external partners to participate in the innovation process. This mode can stimulate more creativity and form diversified innovative thinking. By introducing open innovation and establishing cooperative relations with universities and scientific research institutions, a manufacturing enterprise has developed new environmentally friendly materials, which has been highly recognized by the market.

The protection of intellectual property rights is also the key to the optimization of technological innovation strategy. Enterprises need to establish a sound IP management system to ensure the legitimacy and uniqueness of their innovation results. By means of patent application and trademark registration, enterprises can effectively prevent technology leakage and imitation by competitors. For example, Dongfeng Motor Group has made remarkable achievements in intellectual property protection. By establishing a sound intellectual property management system, strengthening patent application and trademark registration, strengthening intellectual property protection and rights protection, and promoting the application and transformation of intellectual property rights, the Group has successfully maintained its innovation achievements and legitimate rights and interests. In the future, with the intensification of market competition and the increasing importance of intellectual property rights, Dongfeng Motor Group will continue to strengthen the protection of intellectual property rights to provide a strong guarantee for the sustainable development of the enterprise.

In addition, when optimizing technological innovation strategy, enterprises should also pay attention to the interaction with the external environment. Building strong relationships with suppliers, customers and industry alliances can provide valuable market feedback and resource support for technological innovation. By jointly developing new products with customers, an IT company quickly responds to market demands and improves the market adaptability and competitiveness of its products.

To sum up, the optimization of technological innovation strategy needs to consider several factors such as R&D investment, innovation management, intellectual property protection and external cooperation. By systematically adjusting and optimizing these strategies, enterprises can maintain a leading position in the fierce market competition and achieve sustainable development.

In today's competitive market environment, companies must constantly innovate their marketing strategies to respond to changing consumer needs and market trends. The innovation of marketing strategy can not only enhance the market share of enterprises, but also enhance the brand image and improve consumer loyalty.

When enterprises carry out marketing strategy innovation, they can start from multiple dimensions. First, digital transformation has become an important driver of enterprise marketing innovation. Through social media, mobile apps and e-commerce platforms, businesses are able to engage with consumers in real time and deliver personalized products and services. For example, in terms of marketing strategy innovation, Dongfeng Motor Group has achieved remarkable results from multiple dimensions, such as market positioning and product strategy, brand building and communication, digital marketing and technological innovation, internationalization strategy and overseas market expansion, customer experience and service optimization, sustainable development and social responsibility. These innovative practices not only enhance the brand influence and market competitiveness of Dongfeng Motor, but also provide useful reference and inspiration for other enterprises.

Second, the rise of content marketing provides businesses with novel ways to communicate. Businesses can share valuable content through blogs, videos, social media posts and many other forms to attract the attention of potential customers. For example, Dongfeng Motor Group may publish articles on automotive technology, industry trends, product reviews and other aspects through official blogs or cooperative media platforms to attract the attention of potential customers with professional perspectives and in-depth analysis. The use of short and long video platforms not only shows the features and advantages of the product, but also enhances the connection with consumers through emotional narration. On social media platforms such as Weibo, wechat and Tiktok, Dongfeng Motor Group regularly publishes posts about product promotions, event previews, user stories and other content. These posts are presented in a relaxed, fun way that attracts a lot of attention and interaction from users. Dongfeng Motor Group pays attention to the precise positioning of target audience when conducting content marketing. Through data analysis and market research, understand the needs and preferences of potential customers to develop targeted content marketing strategies. Content marketing not only focuses on the introduction and promotion of products, but also focuses on delivering value to consumers. By sharing automotive knowledge, driving skills, industry trends and other content, enhance consumers' automotive cultural literacy and driving safety awareness. In content marketing, Dongfeng Motor Group focuses on establishing emotional connection with consumers. By telling brand stories, user stories and other ways to stimulate consumers' emotional resonance, enhance brand identity and loyalty. Through content marketing, Dongfeng Motor Group has successfully enhanced its brand awareness and influence. More and more consumers began to pay attention to the products and services of Dongfeng Motor, and their awareness of the brand continued to improve. Content marketing not only attracted a large number of followers, but also successfully converted a portion of potential customers. These potential customers have developed a strong interest in Dongfeng Motor's products and services, and have conducted further understanding and consultation. Through continuous content output and interaction, Dongfeng Motor Group has successfully enhanced user stickiness. Users not only pay attention to the brand's products and services, but also actively participate in the brand's interactive activities, forming a good user community atmosphere.

Moreover, the implementation of integrated marketing communication (IMC) strategy is also the key to the innovation of marketing strategy. By integrating online and offline marketing channels, enterprises can form a unified brand image and disseminate information. When a car brand launched a new model, it successfully attracted a large number of potential consumers through online advertising, offline experience activities and social media interaction, which promoted the growth of sales.

In addition, marketing strategies focusing on sustainable development and social responsibility have gradually become the innovation direction of enterprises. More and more consumers tend to support brands that focus on environmental and social issues. By promoting their green production processes and social responsibility programs, companies can enhance the social image of their brands and attract more consumers. For example, Dongfeng Motor Group's social responsibility programs are extensive and in-depth, covering multiple areas, with the aim of contributing to society and promoting sustainable development. The Group actively participates in rural revitalization projects and supports the development of rural areas through a series of measures. For example, the Group promotes the upward movement of agricultural products and the development of rural economy through activities such as consumer assistance and aid to Xinjiang and Guangxi. At the same time, the Group has also carried out a series of public welfare education activities, such as the "Dongfeng Dream Car" competition, "Dream realization Micro wish" fundraising activities, etc., to provide educational support for children in rural areas and help them realize their dreams. In terms of energy conservation and environmental protection, Dongfeng Motor Group is committed to promoting green and low-carbon transformation. The Group has built a green smart benchmarking factory to achieve capacity renewal and upgrading and promote collaborative carbon reduction across the value chain. Dongfeng Motor Group also actively participates in social welfare activities and gives back to the society.

Finally, the use of artificial intelligence and big data technology for precision marketing is an important trend of current marketing strategy innovation. By analyzing consumer behavior data, companies can more accurately target markets and develop more effective marketing strategies. For example, Dongfeng Motor Group actively builds a big data platform to comprehensively collect and analyze consumer behavior data. Through the big data platform, the Group can grasp the market dynamics in real time, understand the needs and preferences of consumers, and thus develop more accurate marketing strategies. Based on the big data platform, Dongfeng Motor Group can make accurate portraits of consumers and realize personalized recommendations. Based on consumers' purchase history, browsing behavior and other data, the Group is able to push automotive products that meet their interests and needs, improving marketing effectiveness. In addition to personalized recommendations, Dongfeng Motor Group also provides customized services. Based on the specific needs of consumers, the group is able to tailor automotive products to meet their individual needs and improve customer satisfaction. Dongfeng Motor Group has jointly developed an intelligent vehicle control system with Huawei and other partners to realize intelligent control of vehicles. Through the intelligent vehicle control system, the Group can grasp the running status of the vehicle in real time, providing consumers with a more convenient and safer vehicle experience. The Group also uses intelligent technology to build an intelligent marketing platform to achieve intelligent management of marketing activities. Through the intelligent marketing platform, the Group is able to monitor the effect of marketing activities in real time, adjust marketing strategies in a timely manner, and improve marketing efficiency. Dongfeng Motor Group has achieved remarkable results in precision marketing using artificial intelligence and big data technology. Through precision marketing, the Group has successfully improved brand awareness and reputation, attracting the attention of more potential consumers. At the same time, precision marketing has also effectively improved marketing efficiency and customer satisfaction, bringing more sales opportunities and profits to the Group. In the future, with the continuous development of artificial intelligence and big data technology, Dongfeng Motor Group will continue to deepen the implementation of precision marketing strategies. The Group will further strengthen the construction and optimization of big data platforms to improve the accuracy and timeliness of data analysis. At the same time, the Group will also actively explore more application scenarios of intelligent technology in precision marketing, such as intelligent customer service, intelligent recommendation, etc., to provide consumers with a more convenient and personalized car purchase experience.

In summary, the innovation of marketing strategy is an important means for enterprises to obtain competitive advantage. Through digital transformation, content marketing, integrated marketing communications, a focus on social responsibility, and the use of advanced technology, companies are able to differentiate themselves and achieve sustained growth in a complex and changing market environment.

In modern enterprise management, the effectiveness of comprehensive management and coordination is directly related to the formation and continuous improvement of enterprise competitive advantage. Comprehensive management emphasizes the organic combination of various management functions to achieve the optimal allocation and use of resources. The various departments of the enterprise, such as human resources, finance, marketing and research and development, must work together to form synergy under the guidance of strategic goals.

When an enterprise implements integrated management, it first needs to clarify the functions of each department and its position in the overall strategy. There should be consistency between the goals of each department and the overall goals of the enterprise to avoid fragmentation. This can be achieved by holding regular cross-departmental meetings and developing clear communication channels and feedback mechanisms.

The establishment of coordination mechanism is also an important part of integrated management. Enterprises should establish an effective performance evaluation system to ensure that each department can support the achievement of the overall strategy while achieving its own goals. Through KPI (Key Performance Indicator) setting, each department should not only focus on its own performance, but also focus on how to create value for other departments. For example, in the process of new product development, the R & D department needs to work closely with the Marketing Department to ensure that the product design meets the market demand, thus improving the market competitiveness [26].

In addition, corporate culture also plays a key role in integrated management and coordination. Creating an open and cooperative corporate culture can encourage employees to actively share information and resources, enhance team cohesion and innovation.

The application of information technology is an important tool to realize integrated management and coordination. Modern enterprises can use the information system to integrate the information flow, logistics and capital flow of various departments to improve the transparency and efficiency of management. For example, the use of ERP (Enterprise Resource Planning) systems can help enterprises to monitor the operations of various departments in real time and respond quickly to market changes, thus maintaining a competitive advantage.

To sum up, integrated management and coordination is an important means for enterprises to achieve competitive advantage. By clarifying departmental functions, establishing coordination mechanisms, creating a good corporate culture and applying information technology, enterprises can effectively improve management efficiency and enhance market competitiveness.

3.2. Development of social responsibility system for enterprise

Corporate Social Responsibility (CSR) refers to the pursuit of economic benefits while actively assuming social, environmental and ethical responsibilities. Its connotation covers the various responsibilities of enterprises in the process of operation, including the impact on employees, customers, suppliers, the environment and society [28].

The definition of corporate social responsibility can be understood from a number of perspectives. First of all, from an ethical point of view, enterprises are not only profit seekers, but also members of society. They should follow certain moral standards and maintain social justice and harmony. Secondly, from a legal point of view, enterprises must follow national and regional laws and regulations, operate legally and in compliance, and avoid the negative impact of illegal acts on society. In addition, the economic perspective emphasizes that while companies create economic value, they should also pay attention to the potential social and environmental impacts of their activities.

The connotation of corporate social responsibility can be divided into several main aspects:

1. Economic responsibility: Companies must create reasonable profits for shareholders, which is the basis of their existence. At the same time, companies should treat all stakeholders fairly and promote sustainable economic development.

2. Legal responsibility: Enterprises shall abide by laws and regulations, operate in compliance, and respect the authority of laws. Operate within the legal framework to ensure fairness and transparency of transactions.

3. Ethical responsibility: Beyond legal requirements, enterprises should follow moral and ethical standards, pay attention to social fairness and justice, and safeguard the basic rights and interests of consumers and employees.

4. Charitable responsibility: Enterprises should actively participate in social welfare undertakings, give back to society through donations, volunteer services and other forms, and support the development of education, environmental protection and

other fields.

In today's society, consumers are increasingly aware of corporate social responsibility, and corporate social responsibility practice is not only related to brand image and market competitiveness, but also affects the long-term development of enterprises. In 2012, Dongfeng Company took the lead in releasing the first central enterprise social responsibility medium-term action plan - "Run" plan, strengthening the strategic guidance of responsibility work. In 2016, Dongfeng Company further upgraded the action plan and launched the "Run" Plan 2.0 to promote the deep integration of social responsibility work and Dongfeng development strategy. In 2021, Dongfeng officially released a new round of social responsibility action plan - "Run" Plan 3.0. The plan defines the strategic vision, target path and practice system of Dongfeng Company's new round of social responsibility work, and is a practical guide for Dongfeng Company's responsibility performance in the next stage, which will open a new chapter in the development of Dongfeng Company's social responsibility work.

Corporate social responsibility is not only the moral obligation of the enterprise itself, but also an important part of its sustainable development. Understanding and practicing corporate social responsibility is helpful for enterprises to establish competitive advantages in the increasingly fierce market competition.

Corporate social responsibility (CSR) is increasingly valued in the modern business environment, and its impact on the competitive advantage of enterprises is not only reflected in the improvement of brand image and consumer loyalty, but also in the aspects of sustainable development and risk management. By actively fulfilling social responsibilities, enterprises can establish a good public image, enhance customers' trust, and then form a competitive advantage.

First, corporate social responsibility can enhance brand loyalty. When choosing a brand, consumers often consider the performance of corporate social responsibility. According to research, the active investment of enterprises in environmental protection, public welfare and other aspects can significantly improve consumer recognition of the brand. Dongfeng Motor Group has established a good corporate image and brand reputation by actively fulfilling its social responsibilities. This helps to enhance consumers' cognition and trust in the brand, and improve the market competitiveness of the brand.

Secondly, corporate social responsibility also plays an important role in attracting and retaining employees. In the modern workplace, employees not only pay attention to salary, but also pay more attention to corporate social responsibility. Corporate social responsibility efforts, such as participating in community service and supporting charitable activities, can enhance employees' sense of identity and belonging and reduce employee turnover. Dongfeng Motor Group is well aware of the importance of corporate social responsibility for employee identity. Therefore, the Group actively participates in community service and supports charitable activities, and through these efforts, it not only contributes to society, but also enhances the sense of identity and belonging of its employees. Employees see that their companies not only focus on economic benefits, but also actively fulfill social responsibilities, which makes them feel proud and satisfied, so that they are more willing to pay and contribute to the company.

In addition, corporate social responsibility also has an important impact on risk management. The positive performance of corporate social responsibility can effectively reduce potential legal and reputational risks. Especially in today's information transparency, consumers and the public pay more attention to the behavior of enterprises, and any improper behavior may cause negative public opinion and affect the corporate image. Through the implementation of social responsibility, enterprises can proactively avoid these risks and establish a more stable market position.

Finally, CSR can promote innovation and sustainable development. In the process of fulfilling social responsibility, enterprises often stimulate new business models and product innovation. The "Run" program launched by Dongfeng Motor Group aims to promote sustainable development of the company through social responsibility actions. The plan includes Runfeng Action, Runxing Action and Runmei action, involving rural revitalization, environmental protection, social welfare and other fields. By implementing these actions, Dongfeng Motor Group not only contributes to society, but also inspires new business models and product innovations.

Corporate social responsibility is not only the embodiment of corporate moral obligation, but also an important strategy to build competitive advantage. By enhancing brand image, enhancing employee loyalty, reducing risk and promoting innovation, companies can gain an advantage in the fierce market competition [28].

The implementation path of corporate social responsibility can be discussed from many aspects to ensure that enterprises can effectively enhance their competitive advantages in the process of fulfilling social responsibility. Below is a detailed analysis of several key implementation paths.

First, enterprises should establish a clear social responsibility strategy. This strategy must be consistent with the overall objectives of the enterprise, and through the support and promotion of senior management, the formation of an atmosphere of full participation. For example, when formulating social responsibility strategies, some multinational corporations will combine local social and environmental issues and tailor social responsibility projects that meet their own business characteristics to achieve positive interaction with stakeholders.

Second, companies need to identify and communicate with stakeholders. Identifying stakeholders, including employees, customers, suppliers, communities and governments, can help companies understand the needs and expectations of all parties. Through regular communication and feedback mechanisms, companies can not only gather valuable input, but also enhance trust relationships with stakeholders. For example, some companies adjust the direction and content of their social responsibility programs by establishing regular forums and questionnaires to actively listen to the voices of community residents and employees.

Third, enterprises should integrate resources and form a cross-departmental collaboration mechanism. The implementation of social responsibility often requires the joint efforts of multiple departments, such as human resources, marketing, production and finance. Through the establishment of cross-sectoral working groups, it is possible to better coordinate the resources and efforts of various departments. For example, a company has established a social responsibility committee composed of representatives from various departments to regularly evaluate and promote corporate social responsibility projects to ensure the smooth progress of all work.

Finally, enterprises should establish an effective evaluation and feedback mechanism. By regularly evaluating the implementation effect of social responsibility projects, enterprises can adjust their strategies in time to ensure the effective use of resources. The combination of quantitative and qualitative evaluation methods can fully reflect the social impact of the project. For example, some companies evaluate their social responsibility activities through third-party evaluation agencies to ensure transparency and credibility, thereby enhancing public trust.

To sum up, the implementation path of CSR involves many aspects such as strategy formulation, stakeholder communication, cross-departmental collaboration, project selection and evaluation feedback. Through the systematic implementation path, enterprises can not only effectively fulfill their social responsibilities, but also obtain corresponding competitive advantages in the fierce market competition.

The evaluation and improvement of corporate social responsibility (CSR) is an important link to promote the sustainable development of enterprises and enhance the competitive advantage. An effective evaluation mechanism can not only help enterprises identify the impact of their social responsibility activities, but also prompt enterprises to make necessary adjustments and improvements to enhance their overall social responsibility performance.

The process of assessing corporate social responsibility should include multiple dimensions. First, quantitative assessment can be achieved through key performance indicators (KPIs), such as specific data on environmental protection, employee welfare, community contribution, and so on. These data can reflect the actual performance of enterprises in terms of social responsibility. Qualitative assessments focus on feedback from stakeholders, including employees, customers, suppliers and the community. This feedback can be collected through questionnaires, in-depth interviews and focus group discussions to help companies understand the actual impact of their social responsibility activities.

During the assessment process, companies should take care to align with international standards, such as the Global Reporting Initiative (GRI) and the United Nations Sustainable Development Goals (SDGs). These standards provide a systematic framework to help companies set social responsibility goals and conduct self-assessments. By comparing their performance with industry standards, companies can identify their strengths and weaknesses and find entry points for improvement.

The development of improvement measures should be based on the evaluation results. Enterprises can improve the implementation effect of social responsibility by setting new social responsibility goals, improving resource allocation and enhancing employee participation.

Companies should also focus on transparency and communication. Regular publication of social responsibility reports and disclosure of corporate efforts and achievements in social responsibility can improve the trust of stakeholders. By establishing a good communication mechanism with all parties in society, enterprises can not only improve their image of social responsibility, but also collect more feedback information, so as to provide a basis for subsequent improvement.

Overall, the evaluation and improvement of corporate social responsibility is a dynamic and continuous process. Enterprises should establish a sound evaluation system, conduct regular performance evaluation, and constantly optimize their social responsibility strategies according to the evaluation results, in order to achieve greater social and business value.

Taking Dongfeng Motor Group Co., Ltd. as an example, the fulfillment of its CSR can be analyzed from multiple dimensions.

First, economic responsibility: Dongfeng Company, as a large automobile enterprise directly managed by the central government, bears important economic responsibilities. The company is committed to automobile manufacturing, sales, service and technology research and development, and has successively built four bases in Shiyan, Xiangyang, Wuhan and Guangzhou, and has branches in many cities across the country. Through continuous innovation and development, Dongfeng Company has achieved remarkable economic benefits. In 2023, the company sold 2.42 million vehicles, and its operating income reached 410.3 billion yuan, ranking the forefront of the domestic automobile industry and 188th among the world's top 500 companies. This not only creates value for shareholders, but also makes an important contribution to the country's economic development.

Second, legal responsibility: Dongfeng Company strictly abides by national laws and regulations, operates according to law, and consciously fulfills the obligations stipulated by law. The company ranks at the forefront of the automotive industry in the national enterprise technology center ranking, has a large number of effective authorized patents, and continues to increase scientific and technological investment, and has built internationally advanced and domestic first-class product design and testing facilities. These initiatives not only enhance the company's technical strength, but also ensure the company's steady development within the legal framework.

Third, ethical responsibility: In terms of ethical responsibility, Dongfeng pays attention to safeguarding the rights and interests of employees, consumers, suppliers and other stakeholders. The company pays labor remuneration in full and on time, provides a safe and healthy working environment, strengthens labor protection, and realizes safe production. At the same time, the company has also established a perfect after-sales service system to solve problems for consumers in a timely manner. In addition, Dongfeng also actively cooperates with upstream and downstream enterprises in the supply chain to jointly shoulder social responsibilities and promote the sustainable development of the entire industrial chain.

Fourth, charitable responsibility: Dongfeng actively fulfills its charitable responsibility and participates in social welfare undertakings. Over the years, the company has continued to donate poverty relief funds, educational charity funds, medical relief funds and other public welfare funds to charitable organizations. At the same time, the company also promotes the construction of employee culture, improves the salary and welfare system, and protects the rights and interests of employees from the system. In addition, Dongfeng has also set up scholarships and internship bases in many colleges and universities to practice the company's public welfare.

Fifth, environmental responsibility: In terms of environmental responsibility, Dongfeng is committed to green production and sustainable development. The company focuses on energy conservation, emission reduction and resource recycling, and reduces carbon emissions and environmental pollution by improving production processes and optimizing supply chain management. For example, Dongfeng Shares in green printing out of a "high-tech" route, the development of strict quality and safety standards, and successfully developed environmentally friendly transfer paper printing process and water-based gravure ink and gravure printing process technology. These initiatives not only enhance the company's environmental protection level, but also contribute to the sustainable development of society.

To sum up, Dongfeng has achieved remarkable results in corporate social responsibility. The company not only actively fulfills its responsibilities in economic, legal, ethical and charitable aspects, but also makes important contributions to environmental protection. These initiatives not only enhance the company's social image and credibility, but also make a positive contribution to the sustainable development of the whole society.

CONCLUSIONS

In the research, the essence and scope of the enterprise's competitive advantage are theoretically promoted, and the competitive advantage framework suitable for Dongfeng Motor Company is constructed according to the actual science and practical problems, and suggestions are put forward to improve the competitive advantage of Dongfeng Motor Company, helping Dongfeng Motor Company to formulate its own development strategy more clearly under the changing market environment. The research carried out in the course of the work allows us to draw the following conclusions.

In the first part of the research work, the theoretical basis of the nature and scope of the competitive advantage of the firm is outlined, and the types of competitors are described, that is, direct, indirect, potential, substitute, useful, disruptive, and maverick. For example, Porter's competitive strategy theory, resource-based view theory, dynamic capability theory and other competitive theories have been considered, so that we have a deep understanding of the connotation and components of enterprise competitive advantage. The relevant theories of competitive advantage provide a multi-dimensional perspective for understanding and implementing competitive strategy. Different theories complement each other and provide theoretical support for enterprises to seek sustainable competitive advantage in the complex and changeable market environment.

The second part of the work highlights the role of marketing in enhancing the competitiveness of enterprises. Through market research and analysis, it is understood that the core of marketing is to understand the needs of consumers and market trends, and marketing also plays a key role in brand building. This study describes the types of marketing strategies, namely product strategy, price strategy, channel strategy, promotion strategy and service strategy, from which people understand that the formulation and implementation of marketing strategy is the key link for enterprises to achieve competitive advantage. The formulation and implementation of marketing strategy is a systematic process, involving market research, target market selection, marketing mix design, implementation coordination and effect evaluation. Through scientific and reasonable strategy, enterprises can stand out in the competitive market and achieve sustainable competitive advantage.

The role of corporate social responsibility as an integral part of a firm's competitive advantage is emphasized. Under the theoretical framework, the hypothesis set provides a direction for the research to explore the role and mechanism of various factors in the formation of competitive advantage. This part enumerates four specific cases to analyze how enterprises improve their competitive advantages through effective social responsibility practices. The case analysis of enterprises shows that effective social responsibility practices can achieve significant results in enhancing brand image, enhancing consumer trust, attracting investors, and enhancing employee loyalty. These factors combine to form a solid foundation for building competitive advantage. Therefore, enterprises should take social responsibility as a core consideration to achieve long-term sustainable development and competitiveness.

Dongfeng Motor Group has a complete industrial chain layout of commercial vehicles and excellent product characteristics, and is a leading commercial vehicle manufacturer in the industry. In the analysis part of the master's thesis, the business characteristics of Dongfeng Motor Group's business activities in the past three years are analyzed. In the fierce market competition, Dongfeng Motor Group realizes the differentiated competition of products through marketing strategies and enhances the service competitiveness of enterprises.

This study shows that external environment analysis and internal environment analysis are the key links to understand the competitive advantage of enterprises. The internal environment includes organizational structure, corporate culture, management team ability, etc. The external environment covers policies and regulations, market competition, technological progress and so on. Through SWOT analysis and other tools, the impact of these factors on the competitive advantage of enterprises is comprehensively evaluated.

According to the previous analysis, the enterprise's competitive advantage is comprehensively evaluated, which involves multiple dimensions such as financial performance, market share, brand value, customer satisfaction and innovation ability. Based on the financial summary of Dongfeng Motor Group in the past five years, through the combination of quantitative and qualitative analysis methods, data analysis and empirical research, it is understood that Dongfeng Motor Group has certain competitive advantages in cost control, brand influence and sales channels. However, in the field of new technologies such as new energy vehicles and intelligent networks, Dongfeng Motor Group also needs to increase investment and enhance research and development capabilities and innovation capabilities to maintain and enhance competitive advantages.

However, Dongfeng Motor Group can be compared with its two major competitors in the Chinese market, such as FAW Group and SAIC Motor Group, in order to conduct SWOT analysis of Dongfeng Motor Group. The conclusion is that Dongfeng Motor has a certain competitiveness and market position in the Chinese automobile market. However, in the face of increasingly fierce market competition and changing consumer demand, Dongfeng Motor needs to constantly innovate and improve product quality and service levels to cope with future challenges and opportunities.

In the third chapter of this paper, the analysis of modern enterprises in the process of improving competitiveness, should build core competitiveness, improve the quality of employees, expand market channels, optimize customer experience, fulfill social responsibility and so on to form a comprehensive competitive strategy. Taking Dongfeng Company as an example, this paper expounds in detail the strategy of modern enterprises to enhance competitiveness. Integrated management and coordination is an important means for enterprises to achieve competitive advantage.

In this study, it is elaborated that the definition of corporate social responsibility can be understood from many perspectives. At the same time, the implementation path of corporate social responsibility is discussed from various aspects to ensure that enterprises can effectively enhance their competitive advantages in the process of fulfilling social responsibility. The process of evaluating corporate social responsibility should include multiple dimensions, for example, quantitative evaluation can be carried out through key performance indicators, and improvement measures should be based on the evaluation results. In general, the evaluation and improvement of corporate social responsibility is a dynamic and continuous process.

On the basis of the above problems, taking Dongfeng Motor Group Co., Ltd. as an example, this paper analyzes the realization of its CSR from multiple dimensions, evaluates the competitive advantages of the enterprise, provides references for enterprises to understand their own advantages and disadvantages, puts forward suggestions on improving the competitiveness of modern enterprises, and provides specific measures and methods for enterprises to improve their competitiveness. Considering the development of enterprise social responsibility system, it provides guidance for enterprises to fulfill their social responsibility. According to the research results, this paper comprehensively and systematically reveals the multi-dimensional factors of managing enterprises in order to achieve competitive advantage, promote the development of relevant theories, and provide feasible strategic suggestions for practice.

To sum up, when building and maintaining competitive advantages, enterprises need to consider the effectiveness of marketing, the power of technological innovation, the practice of social responsibility and the adaptability of internal and external environments. By implementing a comprehensive strategy, companies can not only enhance their current market competitiveness, but also lay a solid foundation for future sustainable development. Therefore, it is suggested that enterprises continue to optimize resource allocation, strengthen core capabilities, and actively fulfill social responsibilities to achieve a win-win situation between economic and social benefits.

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