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## Enterprise Modernization Management System Analysis Lenovo Group Limited

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### Abstract

Modernization involves the mobilization of resources and the reform of existing or the introduction of new economic and social institutions of society to accelerate development. That is, its implementation takes place on the basis of a mobilization strategy, the implementation of which requires the leading role of the state. Modernization involves large-scale borrowing of technologies and stereotypes of market behavior from developed countries. This allows, on the one hand, to accurately assess the consequences of modernization, since they will be similar to the results that donor countries have already achieved, and, on the other hand, to significantly save resources, since the development of domestic technologies will cost much more than the acquisition of foreign ones, which is especially important in conditions of shortage of funds and high uncertainty of the expected results of our own developments in the future. The article considers an example of modernization management at Lenovo. Lenovo is one of the leading electronics companies producing innovative personal computers and mobile devices. Since its inception, Lenovo has not ceased to actively develop in the field of computer technology, and currently produces a huge number of different products. Due to the quality and reliability of its products, Lenovo is popular and in demand all over the world. Due to its achievements and innovations, the Lenovo brand has firmly established its reputation as an innovator in the computer field and won the love of consumers.

### For citation

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Modernization, domestic market stimulation, competitiveness, modernization management, Lenovo.

**Introduction**

Currently, China has developed and introduced long-term programs that define strategic goals and are aimed at the scientific and technological development of the national market [Saadzhan, 2020]:

- 1) Combining traditional industries with advances in scientific and technological progress;
- 2) Combining innovative technologies with R&D and import of modern technology;
- 3) Combination of manufacturing and extractive industries;
- 4) Combination of traditional types of industries with new types;
- 5) A combination of stimulating the development of the domestic market and accelerated entry into the world market.

The main prerequisites for the modernization of China's industry are [Rebrik, Kocheshkov, Borisovskaya, 2021]:

- frequent unsatisfactory quality of manufactured products for entering the world market;
- low level of product processing;
- a narrow range.

The reason for these problems is the low competitiveness of China's products in the world market. In addition, there are quite acute issues related to the partial lag in education, science and technology from world leaders, as well as the lack of interconnections between science, production and education.

Despite this, the massive size of China's domestic market allows local enterprises to achieve sufficient range to enter the global market. Moreover, at the moment, many global brands are subject to expansion from China.

Competitive enterprises with a high level of quality and production began to appear in China's knowledge-intensive industries. The main ones are: Lenovo, Huawei, Bird, China Mobile. The listed companies show the best combination of price and quality in combination with the quality of technological solutions, as well as demonstrate high flexibility and an enviable response to customer needs. According to the consulting company Boston Consulting Group (BCG), out of a hundred companies from developing countries that are massively expanding their presence in the world market, a third of the companies are Chinese [Maksimov, 2021]. The development of China's knowledge-intensive industries largely depends on international cooperation, especially with multinational companies that see the Chinese market as promising and highly profitable. China, on the other hand, practices technology transfer and, combining them with its developments, develops the high-tech sector of its economy. Along with this, China is constantly improving its market and public administration and regulation, concentrating funds for the development of production modernization, and investing a lot in personnel capable of developing and implementing innovations.

China's innovative progress has two directions [Sukharev, 2020]:

- import of foreign advanced equipment, new and latest technologies;
- creation of a national, intellectual elite, building the foundations for the development of an economy based on science and knowledge.

The government seeks to support scientists, inventors, engineers, stimulates the modernization of production, the introduction of innovations. The number of patent applications from Chinese scientists

has increased by 50% over the past 20 years [Sal'nikova, 2021].

In such conditions, the role of the human factor has increased: experience, knowledge, qualifications, education and training. On average, every fourth citizen receives an education, and about 200,000 students a year receive engineering degrees. However, low wages hinder scientific and technological progress. With a sufficient supply of labor, China has a shortage of qualified personnel, which is especially acute in strategically important and high-tech industries. The government is trying to encourage the return of specialists working abroad. Modernization of production is just one of these incentives.

China has established large labor service agencies, the largest of which are the Beijing-based Foreign Enterprise Service Corporation and the China International Intelligent Technology Corporation, which has subsidiaries throughout China. The mentioned organizations make a significant contribution to solving the problem of the shortage of specialists in the development of innovative technologies. At present, China has only 19 high-class specialists per 10 thousand people, which is much less than in Japan (139), Russia (124), and South Korea (91).

More than a million new jobs are created in China every year. It is important to note that in recent years, the rate of return of Chinese scientists to their homeland has been constantly growing. To this end, the government has developed the Changjiang Scholars Plan, which prioritizes attracting Chinese students studying abroad as well as ethnic Chinese not working in the country. Strategically important, scientific disciplines the government believes that this program will improve both the quality of teaching and the level of scientific research management. In terms of investment in knowledge-intensive industries, they show progressive growth, thereby attracting Chinese studying and working abroad. The problem of financing. The starting point of the starting capital is governments of different levels, enterprises and capitals of participants, which also have limitations. An additional task of the zones is the further employment of specialists, the search for business partners, the revitalization of companies.

On March 25, 2015, the State Council of China, signed by the head of government, published the first ten-year action plan aimed at modernizing the national industry. The development plan was named "Made in China-2025". Made in China 2025 is expected to be followed by two more similar plans that could transform China from today's manufacturing giant into one of the world's strongest industrial powers by 2049.

The first ten-year plan until 2025 identifies the following priority areas:

- increasing the innovative potential of the manufacturing sector;
- increasing the level of integration of information technology and industry;
- Strengthening the potential of basic industries;
- activation of the process of formation of Chinese brands;
- comprehensive introduction of "green" production;
- ensuring breakthroughs in the development of 10 key industries.

These 10 key sectors, according to the plan, include:

- IT industry;
  - CNC machine tools and high-class robots;
  - aerospace equipment;
  - marine engineering equipment and high-tech vessels;
  - advanced equipment for rail transport;
  - energy saving and cars running on new energy sources;
  - electric power equipment;
  - agricultural engineering;
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- new materials;
- biopharmaceutics and medical technology.

Regardless of the goals and objectives of modernization, the main condition for its successful implementation is consistency, which involves: covering all areas of the enterprise as a socio-economic system; preservation of system integrity, internal integration and identity of the enterprise; the strategic nature of the goals and objectives of development.

**Table 1 - Classification of enterprise modernization projects**

<b>According to the goals of modernization / By modernization purposes</b>	<b>In the areas of modernization / By focus area of modernization</b>	<b>By investment volume / By volume of investments</b>
<ul style="list-style-type: none"> <li>- Growth in production volumes</li> <li>- release of new types of products</li> <li>- reduction of production costs</li> <li>- introduction of new technologies</li> <li>- optimization of the number of personnel;</li> <li>- energy saving</li> <li>- improving product quality</li> <li>- improvement of working conditions</li> </ul>	<ul style="list-style-type: none"> <li>- Technological</li> <li>- technical</li> <li>- grocery</li> <li>- managerial</li> <li>- personnel</li> <li>- ecological</li> </ul>	<ul style="list-style-type: none"> <li>- Large investments</li> <li>- average investment</li> <li>- small investment</li> </ul>

The modernization project should be economically and strategically feasible, focused on the growth of the enterprise's performance indicators, taking into account the long-term development tasks. At the end of the stage, the most significant and justified ones remain in the list of proposed projects. At the same time, some of the selected projects are conflicting, and therefore the choice of priority areas for investment becomes relevant.

### Methods

In the study, the authors used some methods such as analysis and synthesis, induction and deduction, historical and logical, abstraction and concretization.

### Results

Today, Lenovo is the world's leading personal computer manufacturer, accounting for over 24% of global sales in 2019.

The company received the name "Lenovo" after 2003, before that the company began its life as "New Technology Developer, Inc.". In 1984, a group of engineers could excel at developing technology, but they were poor at marketing and branding. It was a team of 10 engineers led by Liu Chuanzhi and about \$30,000 that spurred the birth of NTD in a pair of outbuildings in Beijing on November 1, 1984.

After a couple of years, the team learned how to manage the brand and decided to change the name of the company to Legend. At first they only worked on business technology, but it was the launch of their first personal computer, the Legend PC, in 1990 that brought the company great success. But the founder, Chuanzhi, speaks of the early 2000s as a time when Lenovo realized that diversifying its product base in China was no longer enough. They came to the conclusion that they needed to go international in order to develop and strengthen their sales and brand.

When Lenovo shelled out \$1.25 billion to buy IBM's line of PCs in 2004, observers suggested that the company had made a giant mistake by investing in technology from the past. For IBM, this was a smart move as they hoped to expand their service offerings in the growing Chinese market. This view of the audience will eventually change, and the acquisition of Lenovo will be a great success. And while the desktop may never again be a technology driver, it has proven to be a solid foundation upon which Lenovo has built its brand.

As the world's ninth largest computer company in 2005, Lenovo's ambitions led to the merger of the new IBM PCD divisions with its mainland China division. At the time, the issue was language: US IBM executives spoke English, and some Lenovo board members did not speak Chinese fluently. The company has gone from seven Chinese board members to five English-speaking US directors. The workforce itself also doubled as the company became multinational.

It was decided that English would be the primary language for doing business at Lenovo because they wanted to be a global player. They believed that doing business in English would attract more international highly qualified people to their board of directors and leadership positions.

In fact, in the early days after the acquisition of IBM, Yang Yuanqing, then Chairman of the Board of Directors, decided to move his family to the company's American headquarters in Morrisville, North Carolina, strictly in order to improve his English language skills and better understand the American language and culture. It was this kind of leadership that led the board of directors to ask Yuanqing to return to the CEO position when the company faltered during the 2009 recession. Previously, since 1989, he was the legendary CEO of a company that was then just starting out.

Yuanqing makes headlines around the world for his business sense alone, but his leadership extends far beyond the sales department. When he received a \$3 million record growth bonus in 2012, he distributed his bonus to more than 10,000 employees. He, too, was not satisfied with doing it just once, again distributing the \$3.25 million bonus in 2013 to more than 10,000 employees working in 20 countries. Those who worked in reception and production received up to \$314 each, which was about a month's salary in parts of China where 85 percent of the recipients lived.

Yuanqing, as chairman of the board of directors, made a deal with Bill Gates and Windows, they pre-installed the Windows operating system on all Lenovo computers in China, and Microsoft provided marketing assistance and a discount on Windows sales. This affected computer sales around the world as other manufacturers decided they needed a pre-installed OS too. Steve Ballmer and Bill Gates noted that Yuanqing had a big impact on how Windows was affected by piracy.

As a result, Windows tripled sales of preinstalled software within a year. Now the relationship between Lenovo and Windows continues, the operating system is still installed on Lenovo computer products, and now on all of its smartphones and tablets.

The company's business philosophy of recent years has been described as "defense and attack". That is, they protect the division of personal computers that created them when attacked by other technologies, such as smartphones, tablets, and even server hardware and other new technological solutions.

When Lenovo paid \$2.91 billion to buy Motorola from Google in 2014, it did so as part of its "defend and attack" strategy. The idea was that the company would buy an established but struggling brand that already had established relationships with carriers and distributors, allowing them to find a new path in the personal device market while expanding Lenovo's product portfolio. But Google got rid of what it thought was a dead brand because it bought Motorola just two years before the sale – for \$12.5 billion.

By 2016, Lenovo had suffered losses from Motorola; so strongly that a year later, the Wall Street Journal criticized Lenovo with the headline "Lenovo thought it knew how to fix tarnished brands, then bought Motorola." But the company stood its ground and cleverly tried to push Motorola into emerging markets while innovating its Moto phone line in America. By mid-2019, Lenovo announced that Motorola had become profitable.

Today Lenovo Group Limited is a Chinese company that manufactures personal computers and other electronics. The company is the largest manufacturer of personal computers in the world with a market share of over 20%, and is also the fifth largest manufacturer of mobile phones. Lenovo is headquartered in Beijing, China and registered in Hong Kong. The main research centers of the company are located in Beijing, Shanghai and Shenzhen (PRC), as well as in Yamato (Japan).

Lenovo has always wanted to be seen as a global company, not just a Chinese one. That is why at one time there were changes in the brand name. The company was originally known as "Legend", but Yang Yuanqing decided to change it to "Lenovo". It is essentially a combination of "Le" (from the legend) and "novo" (the Latin word for "new"). By portraying the image of a global company, Lenovo wanted people to realize that the brand is strong enough to compete internationally.

Lenovo's corporate culture is very different from that of other Chinese companies. The head office is located in China and the USA. English is spoken diligently at Lenovo headquarters. Yang made it his mission to see Lenovo become a friendly place for foreigners.

Lenovo's vision for the future is to transform the world with innovative technology. As the slogan says: "For those who do," Lenovo wants to be a company that "does" and not just "thinks."

This focus on building a solid foundation will continue for generations to come. The history of Lenovo is remarkable - in life you can achieve everything you aspire to.

Lenovo customers are present in 180 markets worldwide and are served by 57,000 employees. It is a Fortune Global 500 company with over \$50 billion in revenue in 2019. One in four personal computers sold worldwide is now a Lenovo product and is manufactured in multiple locations in China, as well as Japan, the US, Mexico, Brazil, India, Germany, Hungary, and Indonesia.

The company has been listed on the Hong Kong Stock Exchange (stock code 992) since 1994. In February 2020, the company reported record pre-tax earnings, with its quarter up 11 percent year-on-year, marking the 10th consecutive quarter year-over-year. The company is also expanding its category of personal devices as well as data center services, among other products.

The company aims to change the way customers view technology and how they and they interact with the outside world. The company calls it intelligent transformation and is working on technologies based on augmented intelligence that can enhance human capabilities.

The history of Lenovo Group Limited is a result of \$43 billion in revenue, hundreds of millions of customers and four devices sold per second.

At Lenovo, employees share a common desire to be the best. Whether it's customer service, team collaboration or community contributions, the company works to create a unique business that delivers unparalleled products created and supported by people who represent a wealth of cultures and experiences.

Every day, in every project, Lenovo Group Limited creates a new language of interaction and respect. The company strives to create an environment that encourages entrepreneurship and responsibility – a workplace where people's talents can be discovered and their efforts are recognized and rewarded.

For 2021, the company's team employs more than 52,000 employees (including joint ventures)

from more than 60 countries. The company serves clients in more than 160 countries around the world.

The company has its own factories in the USA, India, Mexico; in November 2007, the first factory was opened in Europe in Poland [Lenovo Group Limited, [www](#)]. In September 2011, the company announced plans to build the first plant in Russia.

The company holds over 5500 patents worldwide. Lenovo has been recognized as one of the global reputation leaders.

The company has 46 laboratories, in particular, research centers in Yokohama (Japan), Beijing, Shanghai, Wuhan and Shenzhen (China), as well as Morrisville (North Carolina, USA).

Lenovo posted record results in 2020 thanks to strong growth across all business groups [Lenovo Group Limited official website, [www](#)]:

- 1) Group revenue increased by 7% to USD 14.5 billion;
- 2) Profit before tax (PTI) for the 2nd quarter of \$470 million, up 52% year-over-year;
- 3) Net income increased by 53% to USD 310 million.

Today, Lenovo Group Limited sees significant opportunities for its future growth, and its ambitions far exceed analysts' audacious forecasts.

In fiscal year 2019-2020, Lenovo received a record number of product awards and accolades from the world's leading technology trade associations, with recognition in many categories including innovation, speed, quality and design.

From smartphones to servers, Lenovo creates technologies that can transform the way we live, work and play. The company is aware of the potential of technology and creates the best innovative solutions for its customers. Innovation is constantly transforming because the company never stops listening and learning from customer feedback and needs.

The Lenovo PCSD Quality team, together with the AI Lab, was recognized in 2019 in China for achieving the highest level of QIC-V innovation. The success of this project is due to the understanding of customers, which contributes to the improvement of product quality. Today, the company is evolving, creating a more inclusive, reliable and sustainable digital society, focused on creating smart technologies and developing a portfolio of smart devices. Lenovo's customer focus, coupled with cutting-edge innovation, has enabled the company to achieve such prestigious recognition.

Lenovo has the following major business groups:

The Intelligent Device Group (IDG) includes PCs and business smart devices including PCs, tablets, augmented and virtual reality (AR/VR), smart devices, software and services, and Mobile Business Groups (MBGs), including Motorola LLC "Mobility" (Motorola), for smartphones;

Data Center Business Group (DCG), which includes servers, storage, networking, software, and services.

Along with these core business groups, the company has opportunities to invest in new and growing opportunities for the future - including the launch of three new business groups as transformation drivers that are aligned with the 3S strategy.

These groups represent Data Intelligence Business:

- 1) Group (DIBG), Converged Network Business
- 2) Unit (CNBU) and Commercial Internet
- 3) Group of Things (CIoT).

In parallel, Lenovo Capital and Incubator Group (LCIG) is strengthening its smart transformation strategy by identifying and investing in cutting-edge technologies that enable it to be the core technologies of tomorrow.

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Lenovo's strategic goals are set, agreed upon and consistently achieved.

The company delivers products of the highest quality and strives to ensure the safety of its products throughout the entire life cycle. The Principles of Assessment (LCA) serve as a guide for Lenovo, ensuring that every stage of a product's life is taken into account, including design, manufacturing, shipping, installation, use, service, and recycling. This allows Lenovo to gain a deep understanding of risk opportunities and minimize costs, as well as open up new opportunities to improve product quality, meet the needs of an informed public.

Corporate strategies, policies, and guidelines have been developed to support Lenovo's commitment to product safety. Lenovo is committed to ensuring that products comply with all applicable legal requirements, including the voluntary safety and ergonomic practices that Lenovo adheres to.

Lenovo's Global Quality Management System (QMS), certified by ISO 9001 (International Organization for Standardization), ensures continuous improvement of the company's current and future products.

Lenovo strictly adheres to the ISO 9001 standard and reiterates its commitment to effective quality management. The system implemented in the company makes it possible to exceed the standards of quality and reliability of products established in the industry. To maintain this level of quality, Lenovo uses an active closed loop process. This feedback mechanism ensures that key customer issues are quickly resolved. When problems are detected with a product, the system analyzes and communicates the results to manufacturing, development and testing organizations to ensure that similar problems do not occur with current or future products. As a result, Lenovo products are less likely to break down, have a longer lifespan, and require fewer resources to maintain and manage at the end of their life cycle.

Lenovo's end-to-end product development includes prototype development, product testing, and focus groups to meet the diverse needs of customers around the world. For example, Lenovo proactively requests product design and feature information from customers and partners. Prototypes are rigorously evaluated before they are released for shipment, and final products are rigorously tested to ensure they meet the exacting standards that are specific to their application and use. As a result, repair rates for Lenovo-branded products are among the lowest in the industry.

Lenovo leaders have a responsibility to continually improve product quality and customer satisfaction. At the same time, all employees of the company contribute to the solution of this problem, becoming an integral part of the overall quality management system.

At the heart of the effective management of any organization is the fundamental truth that all organizations have a life cycle and are subject to predictable and repetitive patterns of behavior as they grow and develop. At each new stage of development, the organization faces a unique set of challenges. How well or poorly the management solves these problems determines the transition from one stage to another, and as a result, the overall success or failure of the business depends.

Lenovo has rapidly risen to a leading position in the PC industry. Focusing on quality, the company has rapidly advanced in the notebook and desktop market. Another reason for its growth and development is the pricing strategy. The company presented a wide range of products for middle-class buyers. These affordable and quality products have helped the company expand its market base faster. However, the personal computer market is shrinking with the rise of mobile computing. As a result, the brand also needs to focus on other areas in order to maintain its momentum. The mobile business group began to deliver positive results. This is the first time this has happened in the last fiscal year since the company acquired Motorola Mobile. At the same time, digital marketing and digital customer



engagement must also be the main focus of the brand in order to operate sustainably in a highly volatile and regulated environment. The trade war between America and China is intensifying, and this could affect Lenovo in one way or another.

Thus, all these characteristics of the current state of affairs at Lenovo confirm that the business is in the "flourishing" stage of the life cycle.

During the 2020-2021 financial year, the Company continues to facilitate effective communication with its shareholders, investors and analysts through multiple channels, including investor conferences, roadshows, individual and group meetings, teleconferences, company visits, Investor Relations (IR) website, social networks, IR newsletters and IR alerts.

The team strives to maintain an interactive relationship with the capital market and promote business development through investment. The team also analyzes the latest information from the market in a timely manner and actively responds to all challenges and trends.

In fiscal year 2020-2021, Lenovo's sales revenue was \$50.72 billion, down 1% from 2018. It is worth noting that the company's sales have been above \$50 billion for two years in a row [16].

In general, Lenovo's revenue is growing, but against the backdrop of the COVID-19 pandemic and the shutdown of enterprises in China, growth has stalled this year.

The growth of the company's assets indicates positive trends in its development. The company's liabilities are growing, there is an active expansion due to investments, short-term and long-term liabilities taken on the balance sheet are growing. At the same time, the share capital decreased due to the issue of shares.

## Recommendations and conclusions

In order to highlight competitive advantages and to understand the strengths of Lenovo Group Limited, as well as threats and opportunities, we will conduct a SWOT analysis.

Based on the analysis, we will determine the most appropriate management decisions for Lenovo Group Limited. Detailed information is presented in Table 1.

**Table 1 - SWOT analysis of Lenovo Group Limited [Lenovo SWOT Analysis, www]**

<b>Strengths</b>	<b>Weak sides</b>
Vertical integration Knowledge of the Chinese market Low production cost Strong patent portfolio Competence in the field of mergers and acquisitions Synergy of knowledge and diverse workforce	Poor brand perception in developed countries Low differentiation Commodity (computer) goods
<b>Capabilities</b>	<b>Threats</b>
Growing smartphone market in India Tablet market growth Obtaining patents through acquisitions Growth of the notebook market	Reduced profits from hardware products Slowdown in notebook market growth Saturated smartphone markets in developed countries Rapid technological changes Intense competition

Lenovo is a highly dynamic manufacturing organization that never stops upgrading and innovating. This is expressed both in the development of our own innovations and in cooperation with other innovative companies. Lenovo has strong manufacturing relationships with the world's leading developers, which allows the company to get the breakthrough achievements of major manufacturers

first.

Along the path of modernization, Lenovo also resorts to investments in the purchase of ready-made solutions and technologies from other enterprises. One of the company's most significant recent investments has been the acquisition of Motorola Mobility from Google.

Similarly, Lenovo plans to acquire IBM's server business. The agreement is based on a long-term cooperation between the two companies, which began in 2005. Lenovo then acquired IBM's PC business, including the ThinkPad line of computers. Since then, the companies have continued to cooperate in many areas.

At the same time, Lenovo places great emphasis on its own innovations in its modernization management concept. So, in 2013, Lenovo opened the State-of-the-Art Research and Development Center. A 200,000 m<sup>2</sup> complex designed to accelerate the pace of innovation growth, as well as increase efficiency as part of a global strategy. Lenovo will use the center to increase growth and drive innovation in smartphones and tablets as demand for these products is stronger than ever.

One of Lenovo's most recent strategic modernization decisions was to partner with VMware to develop customized software-defined data center solutions.

In its modernization strategy, Lenovo uses the principle of diversification. The company both develops its own technological innovations and obtains them in cooperation with other enterprises.

At the same time, the company's management must understand that replacing equipment with a more productive one will not give tangible effects in itself, since the time for manufacturing individual parts is an insignificant share in the production cycle. To achieve tangible effects, modernization should be accompanied by the introduction of modern principles and approaches to the organization and management of production. It is necessary to use methods of fast-response production, the theory of constraints, synchronized production and others.

Any modernization of high-tech enterprises should combine the effective replacement of old equipment with the introduction of modern principles and approaches in the organization and management of production.

To carry out effective modernization of the company, it is necessary to pay special attention to the training of human resources implementing modernization projects. These should be highly professional specialists who "keep abreast" of new technological solutions, modern principles and approaches in the organization and management of production. The company must also cooperate with the state in the direction of creating and implementing industry standards, developed taking into account the best world experience and practices, including the requirements for the production system of both state and commercial enterprises.

Thus, Lenovo will be able to compete even more effectively with the main suppliers of high-tech products and receive preferences from the state.

Lenovo is determined to change the image of Chinese companies as mostly cheap and low-quality goods.

It is to this end that Lenovo promotes high-end notebook models such as the ultra-thin X300 and feature-packed IdeaPad in international markets to demonstrate its technological prowess. Talking about the release of Lenovo entry-level solutions outside of China is still possible only as a perspective.

This strategy means that Lenovo is deliberately refusing to be active in the low-end product segment of the international personal computer market, where higher sales volumes can offset lower system costs. Once Lenovo builds its reputation as a supplier of high-end and mid-range computing systems, the company will expand into entry-level product segments as well.

The company is committed to offering a full range of products, from entry-level solutions to high-end systems. The company continues to pursue different strategies for different markets. Outside of

China, it is important not to make a mistake with the choice of product segment in which the company will start, since the controllable share of the international market is small.

As a result of achieving the stated goals, Lenovo Group Limited plans to actively develop its business, improve the quality of products and services, introduce innovative and consumer-demanded novelties, improve its international image, and ultimately increase its sales and profits.

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## Анализ системы управления модернизацией предприятия Lenovo Group Limited

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**Аннотация**

Модернизация предполагает мобилизацию ресурсов и реформирование существующих или внедрение новых экономических и социальных институтов общества для ускорения развития. То есть его реализация происходит на основе мобилизационной стратегии, реализация которой требует ведущей роли государства. Модернизация предполагает масштабное заимствование технологий и стереотипов рыночного поведения из развитых стран. Это позволяет, с одной стороны, точно оценить последствия модернизации, поскольку они будут аналогичны тем результатам, которых уже достигли страны-доноры, а с другой стороны, существенно сэкономить ресурсы, поскольку развитие отечественных технологий будет стоить намного дороже, чем приобретение зарубежных, что особенно важно в условиях дефицита средств и высокой неопределенности ожидаемых результатов собственных разработок в будущем. В статье рассматривается пример управления модернизацией в компании Lenovo. Lenovo – одна из ведущих компаний в области электроники, производящая инновационные персональные компьютеры и мобильные устройства. С момента своего создания компания Lenovo не переставала активно развиваться в сфере компьютерных технологий и в настоящее время выпускает огромное количество различной продукции. Благодаря качеству и надежности своей продукции компания Lenovo популярна и востребована во всем мире. Благодаря своим достижениям и инновациям бренд Lenovo прочно закрепил за собой репутацию новатора в компьютерной сфере и завоевал любовь потребителей.

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**Ключевые слова**

Модернизация, стимулирование внутреннего рынка, конкурентоспособность, управление модернизацией, Lenovo.

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