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THE PRACTICE OF AMOEVA POST-PANDEMIC SUSTAINABLE BUSINESS MODEL IN REAL ESTATE – TAKING ZHONGLIANG AS EXAMPLE

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Abstract

This paper studies the practice of the amoeba model in China's real estate industry, manage to analysis the advantages and disadvantages along the company's development, taking the management case of Zhongliang as an example, which is a top 20th real estate development company, and considering the crisis in the post-epidemic market downturn environment. In conclusion, the article puts forward suggestions on the application of the amoeba model in the enterprise.

Research aim. *With the study of previous research, we leave questions. Is it possible to effectively implement the Amoeba model in China, given the circumstances of cultural differences between China and Japan? The motivation for the study in this paper is to schedule the Amoeba model in Zhongliang, China's leading real estate company known for Amoeba's management, to identify key factors in Amoeba's widespread use and the impact of the system in the real estate industry during the pandemic.*

Results. *What is Amoeba? The word amoeba originally refers to a single-celled amoeba whose body can protrude pseudopods in all directions, making the shape changeable, hence the name "amoeba". The biggest characteristic of amoeba is that it can change with the changes of the external environment and constantly adjust itself to adapt to the living environment it faces. Kazuo Inamori introduced this idea into enterprise management, dividing the enterprise into several independent and tiny business units, each business unit realizes revenue independently, and conducts corresponding cost accounting, and then develops independent performance on this basis. Assessment. This advanced business model not only made the second electric power company he founded to become a Fortune 500 company, but also brought JAL back to life. Amoeba's business model is not only refined management, but also enables enterprises to cultivate their own management talents. This model transforms large enterprises into small operations, which enables enterprises to maintain the advantages of large enterprises in scale and at the same time have the flexibility of small enterprises; at the same time, it improves the enthusiasm of employees to participate in operation, enhances the motivation of employees, and quickly cultivates talents for enterprises; through perfect accounting The mechanism enables enterprise leaders to grasp the actual situation of enterprise operation at all times, make correct decisions in time, and reduce the risk of enterprise operation.*

With the development of the economy, the requirements for management methods are gradually increasing, and the extensive management model is no longer suitable for the management requirements of modern enterprises. The amoeba management method proposed by Kazuo Inamori meets the requirements of modern enterprises and is increasingly favored by strategists. In an era of vigorous development of the real estate industry and fierce competition, after introducing the Amoeba business model in 2015, Zhongliang has reached a rapid growth from 3.5 billion to 100 billion by 2018.

Conclusion. *Zhongliang has been able to solve three main factors that could be the obstacles within its rapid growth path – structure, responsibility division and incentives for staffs. Firstly, with the rapid expansion of business and a large number of projects, the scope, difficulty and cost of group management and control have increased significantly. The headquarters has slow decision-making and low efficiency, and each functional department has a high degree of professional control and approval of everything; the*

service capacity is limited, and it cannot form a strong support for the project. Secondly, the project management team has unconsummated rights and responsibilities, lack of business awareness, and extensive project management leads to higher and higher project development costs, lower and lower project profit margins, and serious delay in the project development process. Last and the most important, with the introduction of a large number of excellent management talents, it is urgent to establish a corresponding talent development and incentive mechanism, to give all kinds of talents opportunities and platforms to fully display their talents, to fully stimulate their wisdom and potential, and to turn them into the driving force of enterprise development. Instead of a large inflow and outflow of staffs, human resources are wasted in the handover.

Keywords: Amoeba business model, post-pandemic.

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1. Introduction

With the development of the economy, the requirements for management methods are gradually increasing, and the extensive management mode is no longer suitable for the management requirements of modern enterprises. The amoeba management method proposed by Kazuo Inamori meets the requirements of modern management enterprises and is increasingly favored by enterprises. In an era of vigorous development of the real estate industry and fierce competition, after introducing the Amoeba business model in 2015, Zhongliang has reached a rapid growth from 3.5 billion to 100 billion by 2018.

2. Literature Review

2.1 The origins of Amoeba.

The Amoeba model was founded by Kazuo Inamori of Japan. Amoeba originally means a single protozoan in Latin, which is soft and could extend pseudopods in all directions. The biggest feature of the amoeba is that it would deform as the external environment changes, and constantly adjust itself to adapt to the living environment. Due to its strong adaptability, this organism has existed on the earth for billions of years and is the oldest, most viable and sustainable organism on the earth [7-9]. The amoeba model refers to dividing an enterprise into different amoeba business units, and each amoeba chooses a leader to be the amoeba leader (AL), and through independent accounting of small business units, each amoeba becomes a single The profit center of the company can independently calculate costs and profits, and the transaction relationship between the various amoeba products is presented. At the same time, more employees of the company can obtain a platform for self-management, and use their wisdom to maximize sales and minimize expenses on different platforms, and ultimately win high returns for the enterprise group as a whole [1].

In 1959, Kazuo Inamori founded Kyocera Corporation with the kind help of several friends, and in 1984 established the second telecommunications company KDDI. The two companies have always maintained high profits and achieved sustained development. The reason is that they have adopted a business method called “Amoeba Management” based on a solid business philosophy and sophisticated departmental independent accounting management. Under the amoeba operating mode, the corporate organization can also

continuously “deform” as the external environment changes and adjust to the best state, that is, a flexible organization that can adapt to market changes. Kyocera has survived four global economic crises and has survived and has continued to grow. In the late 1990s, after the Asian financial turmoil, many large Japanese companies encountered problems. The originally little-known Kyocera Corporation became the company with the highest market value on the Tokyo Stock Exchange. Experts and scholars began to study Kyocera Corporation, and later discovered that Kyocera’s business method is very similar to the group behavior of “Amoeba”, so it was named “Amoeba Management.”

There are 3 characteristics of amoeba management



Fig. 1. Establish accounting systems for all departments directly related to the market [2-3]

The principle of the company’s operation is “pursuing the maximization of sales and the minimization of expenses”. In order to implement this principle throughout the company, the organization must be divided into small units and departmental accounting management that can respond to market changes in a timely manner.

2. Cultivate talents with business awareness.

After the management authority is decentralized, the leaders of each small unit (AL) will establish a sense of “I am also an operator”, and then develop responsibility as an operator, and strive to improve performance as much as possible. In this way, everyone will change from a “passive” position as an employee to an “active” position as a leader. This change in stance was the beginning of the establishment of the awareness of managers. As a result, business partners who assumed management responsibilities together with Kazuo Inamori began to emerge from among these leaders [4-5].

3. Realize the operation of full participation.

If every employee can contribute to his own amoeba or even the company as a whole in his own work position, if the amoeba leaders and their members set their own goals and feel the meaning of their work to achieve this goal, then all Employees can find fun and value in their work and work hard. We must inspire all employees to participate in the

operation together for the development of the company, feel the meaning of life and the joy of success at work, and realize the “operation of all employees”.

The most fundamental purpose of Amoeba’s management is to cultivate talents and cultivate management talents that are consistent with the entrepreneurial philosophy.

2.2. Amoeba in China.

Professor Peng Jianfeng of Renmin University of China once said that the foundation and premise of a strong economic power is the power of talents. In order for China to realize its goal of becoming a powerful country with human resources, the key lies in whether it can improve the efficiency of human resources. The concept of Amoeba’s business model “everyone participates in management” is to improve the efficiency of human resources and cultivate talents with business awareness through the joint participation of all employees in enterprise management.

After JAL successfully rebuilt using the amoeba business model, many Chinese companies began to learn and import the amoeba business model, especially out of manufacturing but most of the companies that practiced adopted the same method, and there were not many successful cases. For example, Xinyijia Supermarket Co., Ltd., once one of the leading enterprises in Guangdong Province, blindly introduced the Amoeba business model, which led to chaos in management, and finally ended in bankruptcy and liquidation. And those companies that have successfully introduced the amoeba business model have improved it according to China’s national conditions and created a model similar to the “amoeba business”. For example, Haier’s Rendanheyi, Huawei’s employees Commonly held shares, Haidilao’s front-line employees are properly authorized to operate independently, Baidu’s humanized working environment, and Minsheng Bank’s “two-rate assessment”, “ranked bank system”, and “three-card project” annual salary management system [6].

The Amoeba in Haidilao, a chain of hotpot restaurants, has a great success that there is a concept named Haidilao-type of restaurants, they are trying to duplicate the business model of Haidilao and creat the brilliance of other type of restaurants. The benchmark success of Haidilao can be attributed to the following 4 perspectives.

(1) Employee authorization.

In the fierce catering industry environment, Haidilao can stand out and form a certain reputation among consumers because of its humanized, high-quality and attentive service. In terms of service, Haidilao adopts a differentiated strategy and adopts different services for different customers, thereby forming a competitive advantage with itself. The formation of this advantage depends on Haidilao’s full authorization of front-line employees, not “command”. the result of. The fundamental of Haidilao’s differentiated services is to grant different authorizations to employees at different levels. The most important thing is that front-line employees have the right to match their responsibilities. For example, grass-roots waiters have the right to be exempted from orders. It also has financial autonomy below 2 million. Under a certain authorization system, employees give full play to their enthusiasm, use their authority to serve customers well, and implement the company philosophy of “service first, customer first”.

(2) Performance appraisal.

The performance appraisal under the amoeba business model stimulates the competition awareness of each amoeba by publishing the average performance, so that each amoeba understands its own operating conditions and existing problems, and at the same time forms healthy competition and improves amoeba competitiveness and efficiency, so as to improve business performance and achieve the overall business goals of the enterprise. The unique feature of Haidilao is that it does not assess performance, whether it is profit or turnover. Haidilao believes that the level of profit depends not only on the subjective factors of employees, but also objective factors. For example, the location of a branch, the level of cost, etc. The cost of Haidilao in terms of location, dishes, pricing, and staff wages is determined by the headquarters. The branch has little control over the cost. Therefore, compared with improving the service quality, it can get more customers, thereby creating higher In terms of turnover, cost reduction becomes secondary. Because what the company evaluates, what employees will pay attention to. To this end, Haidilao has chosen qualitative assessment indicators: customer satisfaction, employee enthusiasm, and cadre training. However, Haidilao did not adopt the quantitative method of qualitative indicators, but conducted assessments through irregular inspections by the community manager. Since Haidilao's community managers are all waitresses, both customer satisfaction and employee enthusiasm are judged from an insider's perspective.

(3) Talent training mechanism.

The amoeba business model takes its name from a single-celled organism called an amoeba, which forms two new cells by simply dividing, a process similar to replication. Haidilao's mentoring system is like an amoeba, which speeds up the training of store managers through the perfect replication of old managers by new managers. In Haidilao, the apprentice is the "product" of the master. The "quality" of the apprentice must be proved in use, and the master must guarantee the "quality" of the apprentice. When the apprentice can be on his own, he will be promoted to the manager of the new store in the master's management area, and this is also the promotion channel for managers. The business of the branch is very good, so the manager has the opportunity to be promoted.

(4) Incentive mechanism.

In order to prevent amoeba organizations from competing for limited human, material and other resources, the business model of amoeba does not emphasize economic rewards, but adopts a variety of incentive methods based on various needs of employees: target incentives, demonstration incentives, respect incentives, participation incentives, honor incentives, caring incentives, etc. These incentives also reflect the "altruistic" idea of Amoeba's business model. Haidilao's incentive mechanism also reflects the idea of "altruism". In order to motivate the "coaching behavior" of the old store manager, the floating salary part of his salary includes not only 0.4% of his own store, but also 3.1% of the profit of the apprentice store and 1.5% of the profit of the apprentice store [12]. Since Haidilao does not assess financial indicators, such an incentive mechanism not only improves the enthusiasm of the old store manager for talent training, but also urges the store manager to ensure the health of the financial operation of his own store to a certain extent. In addition, Haidilao also pays attention to the personal life of employees, children's education, etc. For the store manager and above, Haidilao will help contact their children to enroll and pay the

enrollment sponsorship fee on their behalf. These mechanisms also reflect the “people-oriented” idea of Amoeba’s business model.

When Haidilao introduced the Amoeba business model, it explored its own unique business model. The “people-oriented” idea of the Amoeba business model is fully reflected in Haidilao’s employee self-management model, but unlike the Amoeba business model, Haidilao does not assess performance, and the incentive mechanism of Haidilao not only includes concern for incentives Financial incentives are also included [11, 13].

3. Purpose.

With the study of previous research, we maintain questions. Can the Amoeba Model be effectively implemented in China given the circumstances of cultural difference between China and Japan? The research motivation in this paper is to decompose the Amoeba model in Zhongliang, a topping real estate company in China famous for Amoeba management, to find out the key factors of widespread use of Amoeba and the effect of the system in real estate industry in post-pandemic period.

4. Model decompose.

In 2015, Zhongliang’s annual sales performance was 16.8 billion Yuan, and in 2016, it was 33.7 billion Yuan, a year-on-year increase of 101%. In the same year, Zhongliang headquarters moved to Shanghai, establishing the strategy of expanding and strengthening the Shanghai economic circle. In April 2017, Zhongliang won the 101.3-acre plot of land in the Lianhua Lake area of Dazhou City, Sichuan Province at a total price of 566.06 million Yuan, which also marked that Zhongliang no longer sticks to the Shanghai Economic Circle and started the road of national expansion. In 2018, Zhongliang entered the 100 billion Yuan level, and people in the industry all lamented the rapid rise of this real estate rookie. Talking about how to grasp the balance between stability and fast development of the enterprise, the founder Yang Jian explained: “Thanks to our grasp of the market cycle, the strategy of full structure layout and the unique amoeba ecological business model.”

Cyclicity is an important feature of the property market, and it is also a circular track. There is no fixed business model that allows companies to meet the different requirements of each stage of this track. Under the uncertain factors of the outside world, each real estate company should have its own set of methods to deal with. As a Zhongliang, the method is “Amoeba”. Some people think that Zhongliang has developed too fast in recent years, including land acquisition, financing, talent, organizational construction, etc. are all developing at a very high speed. The core behind the rapid development of Zhongliang is the support of the amoeba system.

Li Heli, executive director and co-executive president of Zhongliang Holdings, also said: “Real estate is a typical cyclical industry and a typical policy-influenced industry, so from the perspective of business model design, it must have the ability to close logically, and the organization must It should be ecological, simple and pragmatic.” It is precisely because of this that Zhongliang chose the “Amoeba” model and strictly implemented it in the business activities of the company.

In order to match the development speed of rapid expansion, Zhongliang Real Estate draws on the essence of the “Amoeba” model, and divides the holding group, regional group, and regional company based on the principle of “fine headquarters, strong front-line, and small organization”. And multi-level “ameba”, more than 30 “regional amoeba” have

been cultivated and bred. Regional companies began to become project management centers, responsible for resource allocation and project profit indicators, just like small real estate companies under Zhongliang Real Estate, maximizing the potential of regional companies.

In addition to the organizational structure, in terms of regional layout, Zhongliang also brought the adaptability of the “Amoeba” model into full play. In the past, Zhongliang was often dubbed “Little Country Garden” by the outside world, because Zhongliang’s previous layout in third- and fourth-tier cities was very similar to Country Garden. The reason for adopting this approach is that since 2012, all the first-tier cities in China have been saturated with real estate business, and even face overload. The real estate market has shown great vitality. Zhongliang has established a firm foundation in third- and fourth-tier cities very early.

In recent years, the cooling of the market in third- and fourth-tier cities will undoubtedly bring great risks to such a layout strategy. The unique adaptability of the “Amoeba Model” also helps Zhongliang adjust the sight in time to cope with changes. After the second half of 2018, the thinking of Zhongliang Holdings in the third and fourth lines is changing. At the beginning of 2019, Zhongliang entered Shenyang, Qingdao, Dalian and other cities, and the number of cities in the layout exceeded 10 during the year, many of which were the first times Zhongliang entered. In the whole year of 2019, the proportion of second-tier cities in Zhongliang’s land purchase investment increased to more than 50 %.

4.1. The Evolution and Adaptation of Amoeba in Zhongliang.

In 2015, Zhongliang launched the “Amoeba” version 1.0. This stage can be summarized into three key words: separation, competition and authorization. According to Kazuo Inamori’s Amoeba Thought, Zhongliang split one regional company in Wenzhou into five regional companies in terms of organization, realizing the separation of organization, operation and independent accounting. “Competition” is the extension of Zhongliang’s idea of Inamori’s amoeba. The Japanese “amoeba” emphasizes cooperation, while the “Zhongliang amoeba” emphasizes competition. It is a unique innovation of Zhongliang to stimulate the vitality of the organization through competition after separation. In terms of “authorization”, we do not have to report to the boss in every detail, giving the organization full autonomy and flexibility. The 1.0 version of “Zhongliang Amoeba” allowed Zhongliang to split into 15 regional companies in more than a year, expanding to Jiangsu, Zhejiang, Anhui and other places, quickly opening up the situation.

In 2017, with the continuous increase of the number of regional companies, another realistic problem is placed in front of Zhongliang: it is impossible to manage it. “Zhongliang Amoeba” version 2.0 came into being, namely “1335 password”. 1 represents an equation of “success = proactive way of thinking × effort × ability”; two 3s represent breaking through three major bottlenecks and building three closed-loop circulatory systems; 5 represents five supporting systems, one of which is a mechanism system, the middle beam we designed multi-level incentive systems and evaluation policies such as business partnership, achievement sharing, project co-investment, and special incentives, which tied the interests of employees to the company and accelerated the speed of sales.

Innovate in practice and make breakthroughs in innovation. After ten years of gold, China’s real estate industry has entered a stage of transition from restlessness to calm,

short-cycle, wide-range shocks to medium-cycle, narrow-wave box shocks. Version 2.0 can no longer satisfy Enterprise development needs, “Zhongliang Amoeba” came to version 3.0. Version 3.0 redefines Zhongliang’s strategic governance model, upgrading from the “Amoeba Ecological Business Model” to the “Platform-Empowering Amoeba Business Model” to vigorously promote the construction of business front desk, empowerment middle office, and governance back office.

In terms of business front end, the core concept of the Amoeba ecological business model is still continued. The full-time functions under the Amoeba small organization are decentralized, fully authorized, and operated independently. For example, set up three-level buses in regional companies, and form four types of comprehensive management buses: market management buses, marketing buses, project management buses, and business department buses, and promote the core teams headed by the leaders to form a strong and stable organization. Further promote the equality of rights, responsibilities and rights.

On the purpose of empowering end, management solves the problem of survival, and management solves the problem of efficiency and effectiveness. Zhongliang paid attention to operation as a matter of course in the previous stage, and now it is also a matter of law to attach importance to management. Three-pipe, five-strength, grid-based, wide foot support, and depth of opening, starting from each line, focusing on the construction of line capacity, starting from latitude to each longitude, fully opening up the depth of organizational capabilities.

The existence of the governance backend is to enable the middle office and the business front office to operate better and achieve the ultimate goal of the group. The background is mainly responsible for the inheritance of cultural values, the design of the governance system, the research of theoretical concepts, and the grasp of standard directions, etc., and assumes the role of the core combat headquarters. In addition, informatization, data governance, capital operation, etc., which involve the construction of all the basic capabilities of the whole company, also belong to the governance background. The specific method is to first use the organization same direction, talents same force, and mechanism concentric to break through the bottleneck of trust, and then use city-specific policies and business accounting (figures, reports, performance) to break through the bottleneck of temperature difference, and finally adhere to information disclosure and reflection to break through the bottleneck of scale annual, monthly, daily.

4.2. Structure.

To implement the amoeba business model, we first optimize or reengineer the overall organizational structure according to the method of division and formation of amoeba and the strategic requirements of the enterprise, including the selection of the overall organizational form, level optimization, department reorganization and combination, position and establishment optimization, etc. In this chapter, we would decompose the organizational structure of the middle beam and find the amoebic unit.

The listed entity has 6 Amoeba groups

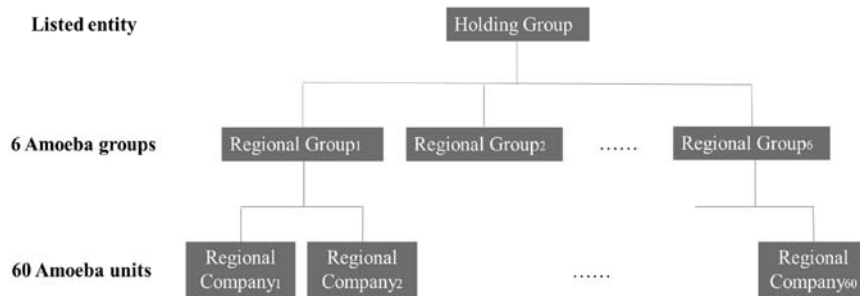


Fig. 2. Organizational structure of the company [11-13]

Zhongliang broke the original linear functional organizational structure, established different amoeba units according to the development projects, dispatched personnel from functional departments to the project company, gave full play to their professional capabilities, and participated in the operation of the project company. People share. This division method has aroused the enthusiasm of employees, and also reduced the phenomenon of buck-passing and wrangling between departments.

Zhongliang has specially issued a relevant accounting system for the amoeba business model. The documents of each amoeba unit need to be signed and confirmed by the person in charge of each amoeba to avoid differences in later accounting. Each amoeba needs to transmit the documents to the financial department in a timely manner. In addition to the normal accounting, the financial department needs to count various indicators in the project development cycle and communicate with the person in charge of the amoeba in time. The company's performance management committee will honor the performance evaluation based on the operating conditions of each amoeba unit.

Zhongliang divides the amoeba unit into two types: operation type and task type, and different assessment methods are used for different types. The assessment indicators of the operating amoeba unit are composed of four indicators: profit, income, personalization and production safety. Among them, the profit indicators are implemented in stages according to the actual completion of rewards and punishments; the three indicators of income, individualization and safety production are used as the deduction items of bonuses, and performance appraisal and rewards and punishments are organized on an annual basis. The performance appraisal and rewards and punishments of task-based amoeba units shall be carried out in accordance with the company's performance appraisal management measures based on the winning bids of indicators such as cost and expense and completion rate of key tasks. In addition, for the person in charge who has completed 2 consecutive amoeba units or 2 construction project amoeba units and the actual completion value is greater than the winning bid value, priority can be given in the appointment and dismissal of cadres and internal competition, and priority will be given to obtaining various majors. Training opportunities.

5. Conclusion.

The goal of this study is to decompose the Amoeba model in Zhongliang, a topping real estate company in China famous for Amoeba management, to find out the key factors

of widespread use of Amoeba and the effect of the system in real estate industry in post-pandemic period.

1. Amoeba is suitable for rapid scale-up when the environment is good.

This model is conducive to accelerating the expansion of the company's scale on the basis of the vigorous development of the market, but after reaching a certain scale, there will be obvious bottlenecks, and the company will inevitably need to transform, and too many amoeba units will become a disadvantage of transformation at this time. For Zhongliang, Therefore, amoeba model is more recommended as a phased main management method.

2. Amoebic individuals should be guided.

China's urbanization process has led to the outflow of population from third-tier cities, and the demand for the housing market has become smaller. Zhongliang is attracted by the high assets-to-land cost ratio of projects in third-tier cities, and the strategy is deviated.

Holding groups need to study the macro industry situation and form a strategic orientation to guide the business direction for regional groups. As a management platform, the main function of the headquarters is to grasp the strategic direction, ensure that the goals of each operating unit are consistent, and coordinate and solve problems and conflicts between various operating entities; provide sufficient resources and service support, empower managers and employees, and cultivate talents; formulate Standard rules, and supervise and guide each area/project. When amoeba units are divided according to geographic location or specific business situation, they do have a more intuitive and sensitive observation of the market, but at the same time their vision is limited. They are more inclined to focus on the small environment in front of them and ignore it. The trend of the overall situation may deviate from the company's business layout.

Conversely, there are too many amoeba units, which makes it more difficult for the holding groups to understand the overall situation of the company, and the direction and implementation of the transformation are even more difficult, and it strengthens the management capabilities of regional groups.

3. Supporting management team requested.

Vicious competition between Amoeba units, mutual plagiarism, short-termism, internal friction and etc. have become the criticisms of Amoeba by some entrepreneurs. It is necessary to equip the corresponding management team and mechanism, and feedback the problems encountered in the project operation to the front end, so as to appropriately promote the learning and reference between different amoeba units.

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ПРАКТИКА ПОСТПАНДЕМІЧНОЇ СТАЛОЇ БІЗНЕС-МОДЕЛІ «АМОЕВА»: В НЕРУХОМОСТІ – НА ПРИКЛАДІ ЧЖУНЛЯН

Анотація

Вступ. Досліджено практику моделі Амоева в індустрії нерухомості Китаю, проаналізовано переваги та недоліки в процесі розвитку компанії, взявши за приклад управління Zhongliang, яка є 20-ю провідною компанією з розвитку нерухомості, враховуючи кризу в умовах післяепідемічного спадання на ринку. Наведено пропозиції щодо застосування моделі Амоева на підприємстві.

Мета. У результаті вивчення попередніх досліджень відкритим є питання: чи можна ефективно запровадити модель Амоева в Китаї, врахувавши обставини культурних відмінностей між Китаєм та Японією? Мотивація дослідження в цій статті полягає в розкладі моделі Амоева в Zhongliang, провідній компанії з нерухомості в Китаї, відомої управлінням Амоева, щоб з'ясувати ключові фактори широкого використання Амоева і вплив системи в індустрії нерухомості в період пандемії.

Результати. Що таке Амоева? Слово Амоева спочатку означало одноклітинну амебу, тіло якої може виступати псевдоподами в усіх напрямках, що робить форму змінною, звідси й назва "Амоева". Найбільша характеристика амеби полягає в тому, що вона може змінюватися зі змінами зовнішнього середовища і постійно пристосовуватися до середовища життя, з яким вона стикається. Кадзуо Інаморі ввів цю ідею в управління підприємством, розділивши підприємство на кілька незалежних і крихтих бізнес-одниць, кожна бізнес-одниця самостійно реалізує дохід і веде відповідний облік витрат, а потім розробляє незалежні результати на цій основі. Ця передова бізнес-модель не тільки зробила другу електричну компанію, яку він заснував, щоб увійти до списку Fortune 500, а й відновила діяльність JAL. Бізнес-модель Амоева – це не тільки вдосконалений менеджмент, а й можливість для підприємств розвивати власні управлінські таланти. Ця модель перетворює великі підприємства на малі, що дає змогу підприємствам зберігати переваги великих підприємств у масштабах і водночас мати гнучкість малих підприємств; піднімає ентузіазм працівників до участі в роботі, підвищує мотивацію працівників та швидко розвиває таланти для підприємств; завдяки досконалому обліку

механізм дає змогу керівникам підприємств у будь-який момент усвідомлювати фактичну ситуацію діяльності підприємства, вчасно приймати правильні рішення та знижувати ризик його діяльності.

З розвитком економіки поступово зростають вимоги до методів управління, а екстенсивна модель управління вже не підходить для вимог управління сучасними підприємствами. Метод боротьби з Амобою, запропонований Кадзуо Інаморі, відповідає вимогам сучасних підприємств і йому все більше надають перевагу стратеги. В епоху бурхливого розвитку індустрії нерухомості та жорсткої конкуренції, після впровадження бізнес-моделі Амобою у 2015 р. Zhongliang досяг швидкого зростання з 3,5 млрд до 100 млрд до 2018 р.

Висновки. Вирішити проблеми, пов'язані з дією трьох основних факторів, які можуть стати перешкодами на шляху його швидкого зростання – структура, розподіл відповідальності та стимули для персоналу. По-перше, зі швидким розширенням бізнесу та великою кількістю проектів значно зросли масштаби, складність та вартість групового управління й контролю. По-друге, при цьому команда управління проектом має надто великі права та обов'язки при недостатній обізнаності бізнесу. По-третє, обширне управління проектом призводить до все більших витрат на розробку проекту, все нижчої норми прибутку проекту та серйозних затримок у процесі його розробки.

Ключові слова: бізнес-модель Амобою, післяпандемічний період, управління на ринку нерухомості, управлінські таланти.

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