

Use Digital to Create a Virtual Model Company According to the Management Class -Greeting Cards Company-

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ABSTRACT

This study analyzed the different structures of companies in different fields, resulting in "Matrix" and various other organizational structures, while "Matrix" is an extremely effective structure specially used for manufacturing companies. This work brought us into a brand new business thinking.

Keywords: organization, smart goals, matrix

1. INTRODUCTION

Enterprise management is a very popular research, and the development of every enterprise is inseparable from this aspect. Successful enterprise management can bring huge advantages for the enterprise in the early stage and later stage of development. This time, this work need to participate in the research of Chinese and Western corporate culture management by Professor Lin Giralt invited by CIS. For this research topic, we learned about the company's infrastructure and various basic positions. In addition, we also conducted our own analysis of the development of a template enterprise management architecture based on the learned examples. Matrix is one of the most common and convenient management architectures, enabling departments to connect directly to what they need. But this is the most suitable for manufacturing does not apply to the service sector, each group company template determines the direction of the development and enterprise management structure is different, we need according to the concentration of the market, the company's profits as well as the level of development, the company the local policy, the future trend of target, the advantages and disadvantages as well as the company's internal and external advantages disadvantages, etc. To carry out the construction of our company's architecture and management mode operation.

2. STRATEGIC ANALYSIS

2.1 Mission and Vision

The mission of J&K Greeting Cards Co. is to make euphoria and bliss using advanced and paper welcoming cards. The vision of J&K is to work on their yearly deals to 30 MM in 5 years and grow J&K's showcasing region to different nations.

2.2 SWOT

2.2.1 Strengths

The strengths are the three capabilities that J&K has in the current capability situation. Which are Product Development and R&D; Post-sales Services; Administration/ Finance.

2.2.2 Weakness

A portion of the shortcomings J&K's organization is confronting right presently are from both the designer and the market. For designers, it isn't sufficient to be acquainted with one culture. Since greeting cards are a worldwide item, J&K needs designers who are additionally acquainted with different cultures. Likewise, greeting cards are a market centered industry, and J&K is only part of a new greeting card company that just started two years ago. [1] So for J&K, the market is small.

2.2.3 Opportunities

At present, J&K's organization centers around Non-fungible tokens for the electronic global market, which is another market. What's more, attempting to join it with their customary paper greeting cards.

2.2.4 Threats

J&K's threats are what constitute their weaknesses in a big way. When their designers focus on their own local culture and not globally, it leads to a lack of diversity; when this company's market is captured by other large companies, it makes their market limited.

2.3 Proposed Business Strategy

2.3.1 Cooperation

J&K can go to the service industry, jewelry industry and other high service industries to work with high specification industries to produce high specification greeting cards to meet the high-end requirements of customers.

2.3.2 Create Holidays

J&K is going to split this one strategy into a paper greeting card component and an e-card component.

On paper greeting cards, like some artificial holidays rather than traditional ones, communicate with a range of merchants to create special discounts or sales festivals to help us expand into other markets.

Regarding e-cards, the rise of e-commerce has now led to the emergence of many related e-shopping festivals. J&K uses these festivals to launch their e-cards brand in partnership with e-commerce companies. [2]

2.3.3 NFT

The NFT is the new product that J&K creates, it combines the new market and the digital greeting card together with the new platform sale. The company uses blockchain art to create artistic value in digital greeting cards and carry out high-end art brand packaging. Then use the NFT to sell.

2.3.4 Gift-box Packaging

After the strategy was implemented, J&K users were able to upload photos, customize greetings and create their own unique greeting cards. With greeting cards, the gift channel was also developed to offer gift boxes of flowers and wine.

2.4 PESTLE

2.4.1 Political

The political instability in Italy has made it impossible for them to give precise economic rules and frameworks which will affect J&K's greeting card industry. [3]

2.4.2 Economic

Since greeting cards are defined as a luxury good, at which its demand falls exceeds that of their income. As a result, customers will purchase much less greeting cards due to COVID's impact.

2.4.3 Social

Because of the popularity of COVID and the damage it has done, everyone has reduced the face-to-face approach to communication. Instead, communication is done through electronic devices. For example, the CIS program uses online classes to learn and communicate. So for J&K, e-cards can be a good development in this period. [4]

2.4.4 Technology

J&K feels that the most important thing for a greeting card is its design. The design represents the message or wishes it wants to convey.

2.4.5 Legal

All of J&K's designs have legal protection.

2.4.6 Environment

Regarding the environment, J&K only needs to focus on paper greeting cards. This is because e-cards do not cause much impact on the environment. On the contrary, paper greeting cards usually or cause a lot of environmental pollution, but J&K uses recycled materials to make them in order to protect the environment.

2.5 Porte 5F

2.5.1 Competition in the industry

For J&K, the main competitive pressure comes from two sources. The market for paper greeting cards holds a lot of competitive pressure due to an overly concentrated market. Digital greeting cards have a lower pressure because they are global oriented and have a large market.

2.5.2 Potential of new entrants into the industry

Paper greeting cards are a concentrated market and J&K is only a two year old start-up greeting card company. What does J&K need to do is to get out of their own sales market and not develop their product in a concentrated market.

Due to the growth of self-publishing, many new industries have emerged in the market, be it email greeting cards, etc. There is no longer a centralized market for e-cards.

2.5.3 Power of supplies

For paper greeting cards paper and other decorative materials are readily available. J&K chooses to shop around to find the right ones that can be used for a long time. Also, because of internationalization nowadays, even with the epidemic, J&K can still find many international students and designers from different countries on the Internet.

2.5.4 Power of customers

J&K creates its own high-end greeting card brand so that their other assortment brands can effectively bargain as well. High-end brands are already highly profitable and can also make price concessions when appropriate.

2.5.5 Threat of substitute products

There is no substitute for the paper greeting card itself, it all comes from the designer. And J&K has a big advantage being in Italy, so there is no big competition for substitutes. The international market for digital greeting cards is huge. Even if they are duplicates, the customers are different. So J&K don't worry about imitation.

2.6 VRINO

2.6.1 Value

J&K's potential capability is the market research and the design capabilities. It is valuable because this capability allows us to establish a differentiated position in the market.

2.6.2 Rare

The individual market research or the design capability is not rare in the company, but when these two capabilities combined together which is rare and the most important capability for a company.

2.6.3 Imperfectly imitability

It's not imitable because it needs a specific talent and capable person with clear organization to fit in, and let each department immediately know the information from market research, then replace their product.

2.6.4 Non-substitutability

Market research and design capability is not sustainable by any capability since it is a vital part of the business model to help companies follow market needs.

2.6.5 Organizational useful

J&K's organization is really fit in these two capabilities, J&K uses matrix organization structure to help different departments connect and has individual market research departments to fix the problem.

2.7 Proposed Corporate Culture

J&K's strategy is internally focused, and the company focuses internally on employee engagement to quickly adapt to the changing needs of the environment. As a result, J&K works in a flexible environment. J&K uses an Involved Culture as the company's corporate culture. This is because they target customers and then make changes based on their needs and feedback. It is also important to adapt to the changing needs of the environment.

2.8 SMART Goals

- Specific- J&K's goal is to achieve 30MM in 5 years.
- Measurable- Their goal is achievable if they diversify and grow their own markets.
- Attainable- Keep 15-20% annual growth rate.
- Relevant- It is realistic if they keep on developing diversified markets.
- Time based- The timing is acceptable and practical.

2.9 Core competencies

J&K chose research & development as their core competencies; firstly, market research can clearly identify the type and style of customer needs, and development of design can enable the company to meet customer needs well.

2.10 The Business Model Canvas

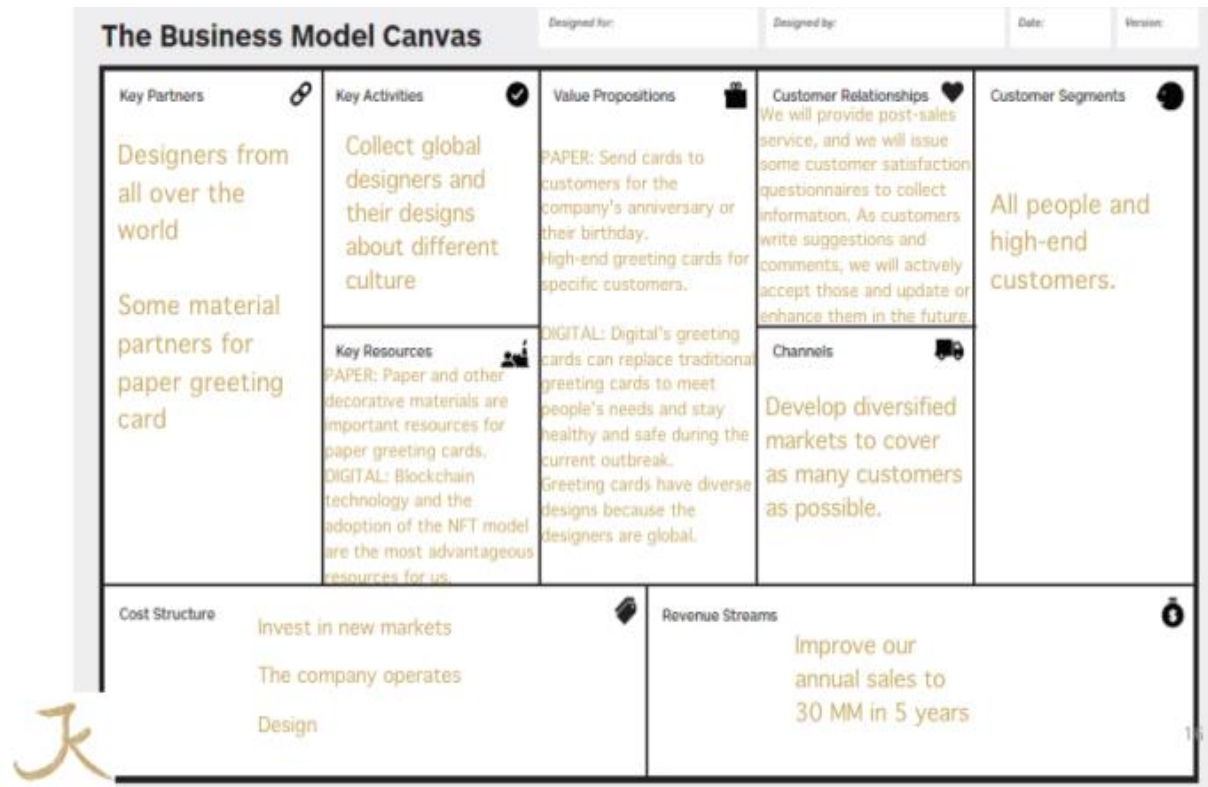


Figure1 The Business Model Canvas [5]

J&K uses the Business Model Canvas to provide information about the organization's target market, the needs of that market, and the way in which the company's products or services meet those needs. The model shown above depicts the process by which J&K adapts its business model.

3.SUPPORT ELEMENTS

3.1 Alliances

J&K uses a mixed business face to the market since the market of the greeting card is centralized. The alliance is the support material to show specific customer J&K face to. J&K uses e-cards as the basic product and has B2B(Business to business) with wedding service companies or the Luxury company to do the systematic

cooperation. According to B2C(Business to customers), J&K is faced with the individual person, the collector(NFT), private orders, and the other single customer.

3.2 Organizational Chart

J&K set four departments under the CEO as the organization base:CFO, research & Development, CMO,and CTO. Each of these face to different field of their business.CFO is to do the administration and finance;Research & Development is to do the designer development and market research; CMO is to combined the sales, post-sales service, manufacturing,and marketing research;CTO is an individual department,and it is only face to NFT product.

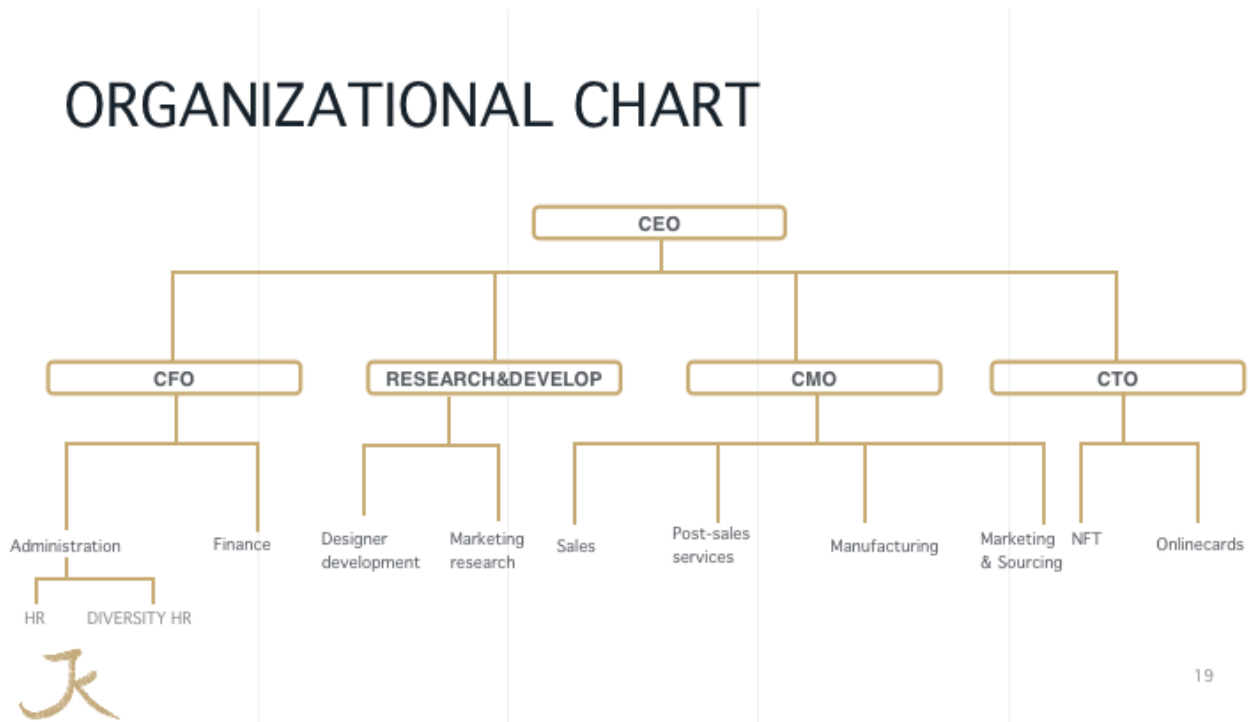


Figure 2 Organizational Chart [6]

3.3 Initiatives to achieve diversity in workforce

J&K is a company facing the global market which absolutely needs diversity in the company. J&K uses five points to help us set the diversity workforce. The main point is to let everyone feel equal with no racism and have their specific goal to work and stabilize the community place.

3.4 Proposed leadership style and ways to achieve it

J&K has a big number of companies and it's hard to let people feel fit in the company as home, which needs a leader to believe in their mind. The way J&K creates the leader is to find a person to be the leader with democratic style in the work and let this person lead everyone to achieve a SMART goal. In addition, the most important point is to let everyone feel involved.

4. CONCLUSION

Under the leadership of the professor and teaching assistant, we have made a lot of progress. This research focuses on the perfect management structure and enterprise analysis, and many cases are thoroughly analyzed. I hope to have another opportunity to do new business research next time.

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