

A Study on the Organizational Culture of OPPO

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Abstract

The Internet industry is developing at a high speed and entering the stage of convergence of everything, in which mobile devices are a key part, and smartphone manufacturing enterprises are developing rapidly in this environment. As one of the smartphone manufacturing enterprises that have dominated the Chinese smartphone market for many years, OPPO enterprise has developed rapidly and occupied a large share of the smartphone market. As a globally renowned technology company, its unique organizational culture is behind its success. In this study, through the analysis of OPPO's information and related literature, we found that OPPO's organizational culture has the characteristics of emphasizing teamwork, focusing on innovation, and advocating customer first. This organizational culture not only enhances employees' sense of belonging, but also promotes the company's long-term development. This study is not only important for understanding OPPO's success, but also for other companies to construct and optimize their organizational culture.

Keywords: *OPPO, Organizational Culture, Human Resources, Organizational Development*

1. INTRODUCTION

Against the backdrop of China's rapid economic development, the accelerated evolution of mobile Internet and smartphone industry has driven the continuous growth of domestic smartphone shipments, while the number of Internet users has also shown explosive growth. According to the 52nd Statistical Report on Internet Development in China released by China Internet Network Information Center (CNNIC) in 2023, the number of Chinese Internet users reached 1.079 billion, with an Internet penetration rate of 76.4%. The number of Chinese smartphone Internet users reached 1.076 billion, and the proportion of Internet users using smartphones to access the Internet was 99.8%[1]. As a leader in the domestic smartphone market, OPPO has gained in-depth insight into the needs of young consumers, especially for those who are called "white". In order to satisfy their needs in terms of face value and photography, OPPO has invested a huge amount of money and successfully upgraded these features to an industry-leading level. This strategy not only shocked the competitors, but also made OPPO become a hot brand in market and opened up brand awareness[2].

It is worth mentioning that the founder of OPPO, Chen Mingyong, clearly positioned the target consumers as "young people in pursuit of fashion" at the very beginning of the brand. This precise market positioning

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has enabled OPPO to make great efforts in product design. In order to satisfy young people's pursuit of fashion and aesthetics, every product launched by OPPO shows a generous and simple design style, which is in line with the aesthetic concept of young people.

According to statistics, young people aged 20-29 are OPPO's largest consumer group. Although their consumption level is not considered high in the society, the young brand image of OPPO's cell phones and the medium price pricing are within the acceptance range of the audience group. In the context of the rapid development of technology represented by smartphones, OPPO Company, as a well-known enterprise in the industry, has a high research value for its development history. After in-depth reading and analysis of a large number of related literature and news reports, this paper takes OPPO Company as a case study and puts forward some suggestions on its enterprise culture in combination with theoretical and empirical research. Intended to provide useful references for other smartphone enterprises in the industry to construct their own enterprise strategies.

2. DEVELOPMENT HISTORY

OPPO Inc. is an electronic technology company founded by Chen Mingyong, specializing in the design, manufacture and sale of smartphones, smart wearables and other electronic products. OPPO has been committed to technological innovation and user experience enhancement since its establishment. By constantly pushing forward new products and technologies, OPPO has achieved remarkable success in the smartphone market and gradually expanded into other related fields.

In 2008, OPPO launched the first "smiley phone" to enter the smartphone market. 2012, OPPO released the world's thinnest smartphone Finder, with a thickness of only 6.65 mm. 2014, the release of the VOOC flash charging technology, OPPO led the innovation and popularization of charging technology. In the same year, OPPO launched Color OS, a customized version of the Android-based mobile operating system, which provides users with a unique interface and functional experience. 2016, OPPO won the first place in China's smartphone market share and ranked fourth in global smartphone market shipments.

In 2020, OPPO stated for the first time its mission of "Technology for Mankind, Kindness for the world". 2021, the global flagship smartphone brand, OnePlus, was fully integrated with OPPO and became a brand of OPPO; at the same time, OPPO released its flagship smartphone, the OPPO Find X3 series, which introduced innovative microscopic photography technology and provided users with an outstanding photographic experience. In 2022, OPPO launched the OPPO Find X3 series, which provides users with a unique interface and feature experience. photography experience. OPPO released a new generation of folding flagship Find N2, Find N2 Flip and high-end flagship OPPO Find X5 series. The enterprise released OPPO Air Glass 2, the first health concept product OHealth H1 and tablet product OPPO Pad. it cooperated with several automobile manufacturers to launch OPPO smart car solutions to provide users with intelligent driving and traveling experience. Launched the intelligent cross-end system Pantanal and Andes Intelligent Cloud. It also put forward a new brand proposition "Smile Forward", and the OPPO Research Institute launched the first Smile Proposal Science and Innovation Empowerment Platform which won the People's Corporate Social Responsibility "Case of the Year Award"[3].

OPPO has expanded its market share globally and strengthened the brand's international presence, and its rapid rise has been recognized worldwide. The company continues to launch innovative products and collaborate with partners around the world to strengthen product development and marketing. According to data released by International Data Corporation (IDC), in the first and second quarters of 2023, OPPO ranked first in the Chinese mobile phone market with 19.6% and 17.7% market share, respectively. OPPO became the first in the Chinese mobile phone market share in the first half of the year[4] [5].

OPPO has been entering the overseas market since 2008, and has always insisted on the brand internationalization and operation localization. At present, OPPO has over 40000 employees working together to create a better life for people. It has established strategic partnerships with over 80 operators and collaborated on 5G with over 40 operators, covering over 60 countries and regions on 6 continents worldwide.

Table 1. China mobile phone market share Q1, Q2, 2023 year

Company	First quarter share	Company	Second quarter Share
OPPO	19.6%	OPPO	17.7%
Apple	17.6%	Vivo	17.2%
Vivo	17.3%	Honor	16.4%
Honor	16%	Apple	15.3%
Xiaomi	13%	Xiaomi	13.1%
Others	16.5%	Huawei	13%
Total	100%	Others	7.3%
		Total	100%

Source: IDC China quarterly mobile phone market tracker, Q1, Q2 2023

With the growth of OPPO, its corporate culture is constantly enriched, forming the core cultural values of "Propriety, User-oriented, The pursuit of excellence, Openness" and the brand mission of "Technology for Mankind, Kindness for world". The company emphasizes the need to go back to the origin with a normal mindset, keep "smiling forward", and strive to become a healthier and more permanent enterprise, so that the good science and technology can better serve people.

3. ANALYSIS OF OPPO 'S ORGANIZATIONAL CULTURE

Organizational culture is the the basic pattern of shared assumptions, values, and beliefs that govern how employees in an organization think about and act on problems and opportunities[6]. Organizational culture plays a very important role in determining an organization's strategy for investing in qualified, professionally trained human resources who can help the organization achieve its goals. An organization's organizational culture is the key to business success: organizations with a strong and healthy organizational culture thrive and remain competitive, while organizations with a weak organizational culture fail[7].

3.1 Human resources

For different development periods, OPPO proposed different human resource strategies. In the early stage of development, China's human resource costs were low and a large number of employees were recruited. During the transition period, OPPO put forward the concept of "Love Employees" in 2014, which firmly believes that talent is the cornerstone of the company's health and longevity. OPPO respects the value of each employee and creates a wonderful work experience. OPPO promises to respect employees, listen to their voices, and establish a perfect feedback channel to ensure employee participation in major decision-making processes. Commitment to build a free, equal and harmonious working atmosphere, and continuously improve the sense of happiness of employees. Provide sufficient organizational support for employees to improve their abilities and applaud their success. Multifaceted construction of employee career development system, multi-dimensional vocational training for employees, to provide employees with comprehensive and rich learning and development opportunities. We have constructed a perfect honor incentive system, which not only gives us rich material rewards, but also provides us with timely spiritual recognition and incentives. The honor and sense of belonging of the award winners are continuously enhanced.

Recently, the new investment enterprise is Shenzhen Zhongrui Human Resource Co., Ltd. with an investment ratio of 30%, focusing on solving human resource problems. In addition, OPPO organizational structure adjustment, integration of domestic and overseas sales and marketing system. Appointment of Shen Yiren as Assistant Vice President of OPPO and head of marketing in mainland China has the implication of boldly enabling young people. Young people know more about young people, and boldly enabling young people is a reflection of adhering to user orientation, and targeting young audience groups.

3.2 Core culture of OPPO enterprise

OPPO's organizational culture can indeed be seen as the company's shared beliefs and values, a culture

that has evolved over the years as the company has weathered challenges and opportunities. The fusion of entrepreneurial spirit and core values provides OPPO with the motivation and guidance it needs to achieve its goals. As the cornerstone of organizational culture, core values are crucial to the company's long-term development and form the basis for decision-making and strategy formulation. OPPO's organizational culture has been adjusted in line with changes in the market environment and the company's strategy, and has formed a culture with the core values of "Propriety, User-orientation, The pursuit of excellence, and Openness" (as shown in the figure) to ensure that they are consistent with the company's goals and objectives. In order to ensure that they are consistent with the company's goals and provide continuous impetus for the company's development. This dynamic process of building organizational culture is one of the key reasons why OPPO has been able to maintain its competitiveness and innovation.

Propriety means to keep a normal mind when facing external pressures and temptations, to keep in mind the original intention, and not to forget our own mission and task. It is to discipline ourselves rather than to restrain others, and to reflect on ourselves first when problems arise. It regulates the attitude of cooperating with others, and not taking advantage of others. It begins with honesty and is higher than honesty, no matter whether it is promised or not, what should be done must be done. "This culture helps OPPO to remain rational and calm, and to isolate itself from temptation. When the concept of Internet cell phone is popular, OPPO is very sensible to choose to focus on the open market, in order to create better and more value for users and partners. User orientation is that OPPO always puts users' needs in the first place and is committed to providing users with high-quality products and services. This user-oriented philosophy makes OPPO's products highly competitive in the market. Products can meet the needs of customers, and at the same time can stimulate the emotional resonance of customers, in order to make them produce love and loyalty. For example, the VOOC flash charging technology of "charging for five minutes, talking for two hours" is a good solution to the problem of cell phone power, so that the popularity of OPPO has increased.

The pursuit of excellence is OPPO has high requirements for the quality of products and services. In all aspects of product development and sales, OPPO pays attention to details and quality, strives for excellence and strives to be the best. This spirit of pursuing excellence makes OPPO's products have a high reputation and recognition in the market. Openness is OPPO's open attitude, actively exchanging and cooperating with partners, industry colleagues, etc. to jointly promote the development of the industry. OPPO focuses on absorbing external excellent experiences and innovations and integrating them into its own products and services, so as to continuously improve its competitiveness. This spirit of openness enables OPPO to maintain its leading position in the rapidly changing market environment.

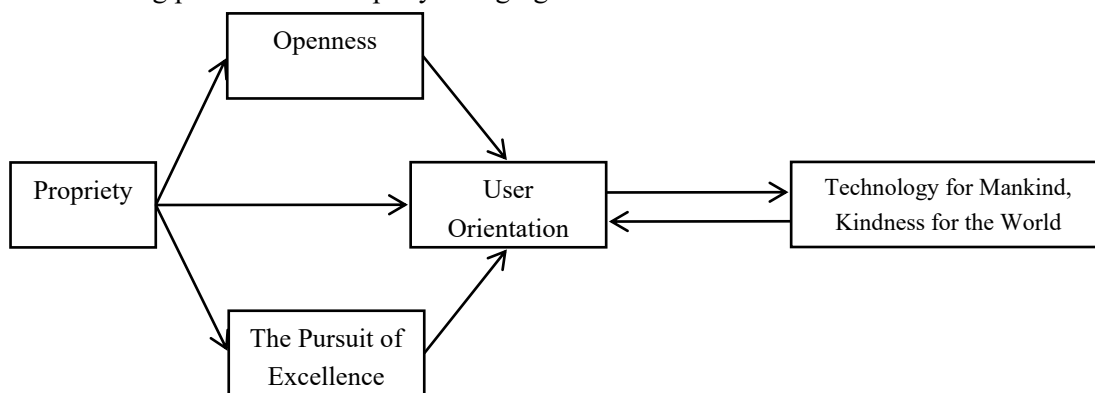


Figure 1. Core Value of OPPO

Source: Authors' work

3.3 OPPO enterprise brand mission

"Technology for Mankind, Kindness for the world" is the brand mission of OPPO, and it is the driving force of OPPO 's innovation and technology development. Chen Mingyong pointed out that OPPO firmly believes that the purpose of scientific and technological innovation is always to build better products and

provide a better intelligent life for global users. This paper demonstrates that OPPO 's brand mission is another extension of its enterprise culture, adhering to the people-oriented user orientation, adhering to scientific and technological innovation, the pursuit of excellence. It helps individuals achieve sustainable development and also helps the technological, economic, and cultural development of the region where the enterprise is located. OPPO practices its own culture of beauty and goodness, helps humanity overcome vicious competition, forms an open market environment, builds a mutually beneficial and inclusive society of beauty and goodness, and promotes the progress of human civilization.

4. FUNCTIONAL ANALYSIS OF OPPO'S ORGANIZATIONAL CULTURE

OPPO organizational culture plays an important role in guiding managers and employees. Through the common values, the enterprise determines the value orientation, so that employees reach a consensus on the judgment of things, the value of the same goal. This enables employees to act for the realization of their own identified value goals, enhance their sense of identity with the enterprise, and work hard for the enterprise autonomously. OPPO adhere to their own offline store strategy, not to be overbearing forward, and ultimately complete the comeback, relying on the loyalty of the offline channel dealers, and never leave the staff. Loyal offline channel dealers, and never leave the staff rely on OPPO's equity incentives.

First, Organizational culture plays a guiding role for managers and employees of OPPO. The common values of OPPO define the value orientation of the company, so that employees can reach a consensus in judging things and share the same value goal, which enables leaders and employees of OPPO to act for the value goal they have identified. In this way, employees' identification with the enterprise is enhanced, and they work hard for the enterprise autonomously, taking work as a kind of fun. Organizational culture plays a dominant role in the development goals of the enterprise. OPPO starts from the vision and sets the development goals of the enterprise with a future-oriented attitude, such as providing high-quality products and services, expanding the global market, and improving customer satisfaction. These goals guide employees in their business activities and enable the company to develop continuously.

Organizational culture has a certain constraining and motivating effect on managers and employees. This binding effect is mainly reflected in the organizational system and ethical norms, will cause a strong individual behavior of the team psychological pressure and motivation, so that members of the organization resonate, and produce self-control. Organizational culture has the effect of making members of the organization from the inside to produce a kind of high emotion and enterprising spirit, so as to inspire members of the organization from their hearts to consciously produce for the organization's goal of work.

5. CONCLUSION

As the core force of enterprise development, enterprise culture plays a crucial role in the growth and development of enterprises, and OPPO has successfully shaped a positive and competitive working environment by establishing cultural values centered on "Propriety, User orientation, The pursuit of excellence, and Openness", which not only stimulates employees' motivation and innovative spirit, but also brings significant competitive advantages and market share for the company. This environment not only stimulates employees' motivation and innovation, but also brings significant competitive advantages and market share for the company. In addition, it has helped the enterprise build and maintain an image of integrity, responsibility and sustainability, creating long-term value for the enterprise and enhancing its brand influence and market position.

However, OPPO enterprises also face some challenges and problems in the process of development. For example, the lack of ability to independently develop chips may make it constrained by suppliers in certain areas. At the same time, the market competition is fierce, and new technology to capture the market is crucial to the development of the enterprise. Therefore, OPPO needs to constantly monitor market dynamics and competitors' strategies to maintain its competitive edge. Enterprise culture cannot be just set up but not practiced. Enterprises should formulate enterprise culture according to the actual situation of the enterprise, to have enterprise characteristics and cultural personality, to formulate appropriate human resources system, to retain employees, and to formulate long-term talent development strategy, which is more conducive to the

rapid development of the enterprise.

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