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KEY QUALITIES OF MANAGERS IN MODERN BUSINESS MODELS

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Abstract. *Purpose.* This paper explores the essential qualities of managers that determine the success and adaptability of modern business models in a rapidly changing environment. The study aims to highlight how managerial characteristics—such as emotional intelligence, adaptability, communication, and decision-making—serve as core factors influencing strategic direction and corporate development. Special attention is given to the growing role and impact of female managers.

Design/methodology/approach. The article employs a conceptual approach based on a review of relevant literature and theoretical perspectives. It provides a structured analysis of how different managerial traits contribute to business model optimization and organizational performance in modern economic contexts.

Findings. The analysis confirms that personal qualities of managers are key to achieving operational efficiency, long-term sustainability, and cultural development within organizations. Furthermore, the inclusion of female managers enhances the diversity of leadership styles, enriches business strategies, and enables enterprises to better respond to multifaceted market demands.

Originality. The study contributes to the discourse on business model development by emphasizing the underexplored yet central role of managerial personality traits. It also adds to gender-focused research by illustrating the unique value that women bring to contemporary leadership and strategic innovation.

Key words: personal quality of managers, business model, decision-making power, emotional intelligence, communication ability, adaptability.

Introduction

With the intensification of global digitalization and market competition, the modern business environment has become more complex and diverse. Traditional business models are often based on relatively stable market structures and relatively predictable consumer behaviors. However, in today's society, technological updates, rapid changes in consumer preferences, and policy changes have exposed enterprises to a high degree of uncertainty. In such an environment, the personal qualities of managers have become the key for enterprises to cope with challenges and seize opportunities.

In the field of management research, the study of managers' personal qualities has always been a area that attracts much attention and exploration. For many years, several key aspects have been the focus

of extensive investigations. First of all, emotional intelligence has become an important research field. Gorman hypothesized that emotional intelligence, including self-awareness, self-regulation, motivation, empathy and social skills, plays a crucial role in management effectiveness (Teece, 1997). Research in this field indicates that managers with higher emotional intelligence can handle complex interpersonal relationships better and deal with stress during the decision-making process, thus making it possible to make more optimized decisions. This article aims to discover and identify the key management qualities that are significantly related to the process of establishing a business model. Among these qualities, emotional intelligence is a key factor.

Decision-making ability is the ability of managers to quickly and accurately analyze the situation, weigh the advantages and disadvantages, and make

the best decision from a variety of alternatives in the face of many uncertain factors and complex problems in a complex and changeable business environment. This ability not only reflects the manager's ability to collect, analyze and judge information, but also reflects the manager's strategic vision, risk awareness and decisive decision-making. Simon emphasizes the rational aspect of decision making, which relies heavily on the analytical skills of managers. In today's data-rich environment, research is increasingly focusing on how managers use their analytical skills to make sense of large amounts of information and make informed decisions (Hambrick, 2007).

In the modern business environment, communication ability has become an important indicator to measure the success of a leader. (Kahneman & Tversky, 1979) Effective communication not only affects team cooperation and organizational efficiency, but also directly determines an enterprise's position in the market competition. Within the enterprise, managers need to coordinate different departments to ensure the smooth transfer of information and avoid execution errors caused by miscommunication. Outside the enterprise, managers need to communicate effectively with investors, customers, and partners to maintain the stability of the enterprise ecosystem.

The role of managers' adaptability in the establishment of business models is also a key factor that cannot be ignored. It is mainly reflected in the rapid response to market changes, technology iterations or customer demand fluctuations, and timely correction of the value proposition, channel or cost structure in the business model to avoid rigid failure. Anticipate potential threats (such as policy changes and increased competition), and enhance anti-risk capabilities by flexibly designing multi-scenario business models. Identify new needs or disruptive opportunities amid uncertainty (such as emerging technologies) and drive business model innovation (such as opening up new revenue streams or collaboration ecosystems). Redeploy resources (human, financial, data) in response to changes in the environment to ensure that the core components of the model continue to operate efficiently. The essential role is to transform the business model from a static framework to a dynamic system, and to achieve long-term competitiveness through continuous learning and adaptive iteration (Schein, 1985).

Founded in 2010, Xiaomi was founded by founder Lei Jun's deep insight and vision for the smartphone industry. Looking back to 2010, Lei Jun, in collaboration with several industry elites who had been deeply involved in the technology field for

many years, officially established the Xiaomi brand in Beijing. Since its establishment, the brand has set its sights on the goal of focusing on the research and development of smartphones that combine outstanding quality with extremely high cost performance. It is committed to bringing cutting-edge scientific and technological achievements into the lives of the general public in a more accessible way, enabling more consumers to enjoy the convenient experience of the intelligent era. At that time, the Chinese smartphone market was entering a period of rapid development, with the market size growing explosively. This era opportunity provided an ideal industry stage for Xiaomi's start-up and development.

Relying on a differentiated business operation model and in combination with a highly forward-looking product innovation strategy, Xiaomi achieved a rapid breakthrough. In just a few years, it has not only established a firm foothold in the domestic Chinese market but also gradually expanded its overseas territory, emerging as an important force that cannot be ignored in the global technology industry landscape, profoundly influencing the industry pattern and market trends. The development process of millet can be summarized into three stages: the initial stage, the rapid growth period and the diversified development period. In the initial period (2010-2013), Xiaomi focused on the development and production of smart phones, launched the first Xiaomi mobile phone, and quickly opened the market with cost-effective and innovative Internet marketing strategies. The rapid growth period (2014-2017) saw Xiaomi's rapid expansion, as the company not only gained a significant position in the domestic market, but also began to expand into overseas markets. At the same time, Xiaomi began to lay out the ecological chain, investing and incubating a series of intelligent hardware enterprises. In the diversified development period from 2018 to now, Xiaomi has vigorously developed IoT and smart home products while consolidating its smartphone business, and actively explored Internet services, forming a diversified business pattern.

Literature review

In previous studies, scholars have gradually realized that there is a close relationship between the personal quality of managers and the effectiveness of modern business models. Many studies focus on the influence of managers' strategic thinking quality on business models. Grant (2016) emphasizes that managers with forward-looking strategic thinking can ac-

curately perceive market trends and lead enterprises to build innovative business models.

There are still some inadequacies in the existing research. In terms of research content, although the relationship between the various dimensions of managers' personal quality and the effectiveness of business models has been discussed to some extent, the research is not systematic and in-depth. For example, there is a lack of comprehensive and detailed analysis of the specific function mechanism of managers' qualities such as moral cultivation and communication ability in the process of business model implementation. In terms of moral cultivation, the research on how managers' sense of integrity and responsibility affect the trust relationship between enterprises and partners and customers, and thus affect the stability and sustainability of business models is relatively weak. In terms of communication ability, relevant studies need to be further strengthened on how managers integrate internal resources and promote cooperation among various departments through effective communication and coordination, so as to improve the operation efficiency of business models (Barney, 1991).

In terms of research methods, most of the current research uses qualitative analysis and case studies, while quantitative research is relatively rare. Although qualitative analysis and case studies can deeply analyze the situation of individual enterprises, they lack the support of large-scale data, and the universality and representativeness of research results are limited to some extent. Through the collection and analysis of large-scale sample data, quantitative research can more accurately reveal the strength and action path of the relationship between managers' personal qualities and the effectiveness of business models. However, due to the difficulty of data collection, it is not easy to obtain multidimensional data related to the personal quality of managers and the effectiveness of business models, resulting in the relatively insufficient application of quantitative research in this field.

From the perspective of research, the existing research mainly discusses the influence of managers' personal qualities on business models from the inside of enterprises, and rarely considers the moderating effect of external environmental factors. The complexity and dynamic nature of the business environment make the business model of enterprises face many uncertainties. External environmental factors such as market competition situation, changes in policies and regulations, technological innovation, etc., may have an important impact on the relationship between the

personal quality of managers and the effectiveness of the business model. For example, in an environment of fierce market competition, managers' adaptability and decision-making speed are more critical to the effectiveness of business models. In the event of major adjustment of policies and regulations, managers' ability to interpret policies and awareness of compliance is particularly important. However, at present, there is a lack of research on how these external environmental factors regulate the relationship between the two, which leaves a broad space for follow-up research.

The influence of managers' personal quality on business model innovation

The innovation of modern business models is usually not only used in technological breakthroughs, but also includes how managers understand the market, motivate the company team and drive company changes. The personal qualities of managers play a decisive role in the process of business model innovation.

The effective operation of a business model requires managers to shape a corporate culture that encourages innovation and tolerates failure. Good managers often have a high level of leadership and are able to motivate team members to challenge traditional models and explore new business opportunities. At the same time, the values and behaviors of managers will profoundly affect the corporate culture, thus affecting the overall innovation atmosphere of the organization.

In the modern business environment, decision-making ability is one of the core abilities of enterprise managers to construct, optimize and adjust business models. A successful business model not only requires innovative thinking, but also must achieve the best allocation of resources through precise decision-making to ensure the sustainable development and competitiveness of the enterprise. One of the key roles of decision-making ability in establishing a business model, identifying market opportunities. The establishment of a business model begins with the identification of market opportunities. Decision makers need to use market research, competitive analysis, and trend forecasting to determine which business opportunities are worth investing in. For example, Xiaomi found the model of "cost-effective + Internet direct sales" in the smart phone market, and decisively adopted this strategy and achieved success. Resource allocation and strategy execution, decision-making ability affects how enterprises allocate resources, such as capital investment, talent

management, supply chain construction and so on. A good business model must not only be well designed, it must also be continuously optimized in its execution. Sailing in the treacherous sea of the business world, building and navigating the ship of business models has never been an easy task. The policy direction is like an unpredictable monsoon. One moment it brings the warm breeze of supportive policies, and the next it stirs up huge waves of supervision due to the adjustment of regulations. Market competition is just like a surging torrent under the undercurrent. The strategic games among peers and the impact of new entrants constantly threaten the survival space of enterprises. Technological progress is more like a sudden storm, and disruptive innovation may instantly destroy the original business foundation.

Every change in policy is like the crustal movement that reshapes the business landscape. Enterprises need to develop a sharp sense of perception that can see the big picture from small details and a prompt response speed in order to quickly change course when the rules are rewritten. The market environment is never stagnant. Consumer preferences rise and fall like the tide, and competitors' moves are unpredictable. All these are constantly testing the adaptability of enterprises. Not to mention that technological iterations are advancing at an unprecedented pace, and every breakthrough may disrupt the existing competitive balance. To move steadily and far in this business sea full of uncertainties, enterprises must establish a flexible and efficient decision-making system. Just like an experienced helmsman, he should calibrate the business model's course in real time based on market trends and hydrological changes, constantly refine and optimize it, so that the enterprise's ship can steadily move forward in the stormy waves and reach the shore of development.

Emotionally intelligent managers are keenly aware of employees' emotional changes and act as a bridge in team collaboration. Modern enterprises rely more and more on cross-functional team cooperation. Whether managers can balance the interests of different teams and ensure efficient communication within the organization is one of the keys to the implementation of the business model. In addition, emotionally intelligent managers are able to stabilize their morale in the face of crisis and change, ensuring that their teams remain creative and execute in stressful situations. For example, when an enterprise is faced with a crisis such as declining market share and negative public opinion about its products, a manager with high EQ can understand the anxiety of employees,

pool team strength through effective communication and incentive measures, and jointly find solutions to problems to push the enterprise out of difficulties (Goleman, 2017).

In the process of business model design and implementation, the market environment often does not develop according to the preset path, so the adaptability of managers is particularly important. Managers with keen market insight, able to identify market changes in a timely manner and quickly adapt their business models to new needs. For example, many traditional retail companies have failed in the digital wave, often not because the technology is lagging behind, but because managers have failed to adjust their strategies in time to adapt to the shift in consumer online spending habits. On the other hand, the managers of enterprises like Amazon, with their keen market insight, have laid out their e-commerce business early and continuously expanded their business fields, extending from online retail to cloud computing and logistics, etc., successfully adapted to market changes and built a huge business empire (Stone, 2014).

Methodology

This study adopts the case analysis method to systematically explore the influence mechanism of managers' personal qualities on the construction of modern business models, and takes Xiaomi Company as a typical case for analysis. The specific research design is as follows:

Case selection basis

The choice of Xiaomi as the core case is based on the following considerations. Xiaomi has risen from a start-up to the Global 500 in more than a decade, and its success is closely related to the strategic decision-making ability and leadership style of its managers, which is in line with the research theme of "management quality drives business model innovation". As a listed company, Xiaomi's publicly disclosed financial statements, prospectus, executive public speeches and media reports provide rich first-hand information for the research. The proportion of female managers in Xiaomi has increased year by year (reaching 36% in 2022), which provides an empirical scenario for analyzing the impact of gender equality on business model diversification.

Data collection and processing. Analyze Xiaomi's 2018-2023 annual report and ecological chain white paper to extract the associated data of managers' decision logic (such as changes in R&D invest-

ment ratio) and business model adjustment (such as IoT business expansion). Systematically combing Lei Jun's public speeches and internal letters, analyzing the impact of his leadership characteristics (such as the advocacy of "engineer culture") on corporate

culture. In-depth reports on Xiaomi's management team from authoritative media such as China Business News and Caixin were collected to verify the role of female managers in cross-departmental collaboration and product design.

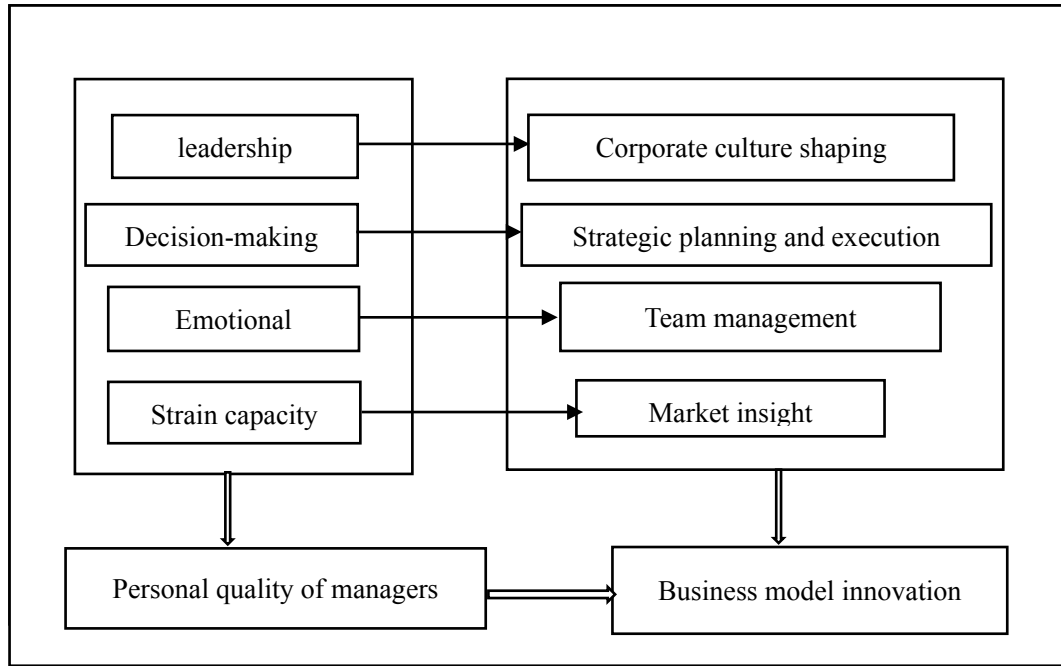


Figure 1 – Conceptual framework of the study

Figure 1, based on the research focus, aims to understand the impact of managers' personal qualities on the establishment of modern business models, and to verify the relationship between key factors in managers' personal qualities on business models. Therefore, four hypotheses are formulated to understand the direction of the research objectives as follows:

H₁: There is a positive correlation between leadership and corporate culture shaping

H₂: There is a positive correlation between decision-making ability and strategic planning and execution

H₃: Emotional intelligence is positively correlated with team management

H₄: There is a positive correlation between adaptability and market insight

Female managers and business model innovation

In the context of an increasingly diverse global business environment, the rise of female managers has not only driven a change in corporate culture, but also played an important role in business model

innovation. With their unique leadership style, risk management approach, and decision-making logic, women managers bring new perspectives and opportunities to the organization (McKinsey & Company, 2021).

In terms of diversified decision-making methods, female managers are more inclined to collaborative decision-making and can integrate multiple viewpoints to avoid the deviation caused by a single perspective. In terms of risk management, female managers are usually more cautious and can balance short-term returns and long-term development. With the enhancement of consumer insight, it is easier for female managers to understand the needs of female consumers, thus promoting the innovation of products and services. In terms of marketing, female managers are more empathetic and have a better understanding of consumer experience. Organizational culture and team building: Female managers are more inclusive and open than men in Company team management. Such qualities can enhance employee satisfaction and creativity. Companies led and managed by women perform better in

terms of employee loyalty and teamwork (McKinsey & Company, 2021).

In terms of product and service innovation, female managers have a keen insight into the demands of the consumer market and can guide innovative products that are closer to consumers' needs. Many companies led by women have made breakthroughs in fields such as health, beauty, and domestic services.

In terms of digital transformation and technological innovation, female managers have a long-term perspective in formulating digital strategies and developing in personalized directions. Female executives also play a significant role in areas such as e-

commerce, social media marketing, and data-driven decision-making.

Results and discussion

Xiaomi, as a very representative technology enterprise in China, has made remarkable achievements in just over a decade. The success of its business model is closely related to the personal quality of its managers. Meanwhile, the positive influence brought by the increase of female managers under the concept of gender equality is fully reflected in the development process. Analysis of the data given in Table 1.

Table 1 – Case study of Xiaomi Company

Data type	Concrete data	analysis
Market share data	The list of domestic mobile phone activation volume in the 13th week of 2025 has been released. Xiaomi ranked second with a share of 17.20%, just one step away from the leader Huawei's 18.00%. Its share increased by 1.5 percentage points compared with the same period last year, with a growth rate of 10%. In the first quarter of 2025, Xiaomi's domestic market share rose to 17.10%, expanding by 1.8 percentage points year-on-year. Its ranking jumped from sixth in 2024 to second, demonstrating an outstanding performance.	The competitiveness of Xiaomi mobile phones in the domestic market has been rising steadily and the growth momentum is rapid. This stems from the management's precise grasp of the market, meeting diverse demands by launching differentiated products, and achieving rapid brand development.
Financial data	In 2010, the total revenue of Xiaomi Group reached 365.9 billion yuan, an increase of 35.0%. The revenue of smart phone business was 191.8 billion yuan, an increase of 21.8%, and the shipments of 168.5 million units, an increase of 15.7%, and the global market share was 13.8%, ranking among the top three in the world; IoT and consumer products business revenue exceeded 100 billion yuan for the first time, reaching 104.1 billion yuan, an increase of 30%. The smart electric vehicle business revenue was 32.8 billion yuan, of which the automotive revenue was 32.1 billion yuan, 136,900 SU7 series were delivered in the year and 69,700 were delivered in the fourth quarter, and the gross margin increased to 20.4%	Xiaomi has achieved remarkable results in synergistic development in multiple business areas. The steady growth of mobile phone business provides the foundation and support for other businesses; IoT and consumer products business become new growth drivers, reflecting managers' accurate judgment and advance layout of smart home market trends; Although the intelligent electric vehicle business is in the early stage of development, it is growing rapidly and the gross profit margin is increasing, which shows the management's ability to explore new fields and the correctness of decision-making
User satisfaction data	The overall satisfaction of Mi SU7 is 9.05 points, and the net recommendation value (NPS) is 78.66%, second only to Model 3 in the new energy vehicle market. Users' satisfaction with appearance, power, control, safety, quality and configuration exceeds 9 points, and the satisfaction rate exceeds 90%, but the satisfaction rate is only 74% in terms of space, and there are problems such as insufficient after-sales service outlets and not timely response	In the creation of intelligent electric vehicle products, some aspects of Xiaomi have been highly recognized by users, reflecting the managers' attention and grasp of user needs in product development. Make good decisions and actions in product optimization and service improvement

To analyze from the leadership level and lead the strategic direction of the enterprise, Xiaomi started from the mobile phone business and gradually expanded to the IoT and consumer products business and intelligent electric vehicle business. Under the leadership of the manager, the enterprise has made

clear the strategic direction of diversified development. By formulating clear strategic goals, managers lead all employees to work in a common direction, so that the enterprise has achieved excellent results in different business areas, and promoted the continuous evolution and improvement of business models.

To motivate the team to achieve the goal, the rapid development of Xiaomi's various businesses cannot be separated from the leadership of managers. Taking the smart electric vehicle business as an example, 136,900 SU7 series were delivered throughout the year, and 69,700 units were delivered in the fourth quarter, which is a team effort behind such results. Through effective incentive mechanisms and leadership methods, managers can stimulate the enthusiasm and creativity of employees, so that the team can overcome various difficulties and achieve business goals efficiently, which provides a strong guarantee for the implementation of the business model.

Analyze from the decision-making level, accurately grasp the market trend. In the mobile phone business, the manager makes accurate decisions and launches mobile phone products with different positioning according to the market demand, so that the market share of Xiaomi mobile phone continues to increase. In the ranking of China's mobile phone activation volume in the 13th week of 2025, Xiaomi ranked second with a share of 17.20%, with a small gap with the first place, and a significant year-on-year growth. This reflects that managers have keen market insight and decisive decision-making power, can accurately grasp the market trend, make the right product decisions, and lay the foundation for the success of the business model. Reasonable layout of multiple businesses, millet's successful layout in multiple business areas highlights the excellent decision-making power of managers. The manager decided to develop the IoT and consumer products business and the smart electric vehicle business, and these businesses have achieved remarkable results. For example, in 2024, the business revenue of IoT and consumer products will exceed 100 billion, and the business of intelligent electric vehicles will grow rapidly and the gross profit margin will increase, which shows that managers can comprehensively consider many factors such as enterprise resources and market opportunities when making decisions, rationally distribute diversified businesses, build a synergistic business model, and enhance the enterprise's anti-risk ability and profitability.

From the perspective of emotional intelligence, team cooperation and communication can be promoted. From the coordinated development of Xiaomi's various businesses, it can be seen that managers have high emotional intelligence, can create a good team atmosphere, and promote cooperation and communication between departments. For example, the mobile phone business, IoT and consumer products business and intelligent electric vehicle business support each

other and develop in synergy, which requires managers to have high emotional intelligence, coordinate the relationship between different business teams, so that everyone works towards a common goal, thus laying the foundation for the establishment of multi-business collaboration business model. To understand the emotional needs of users, Mi SU7 has been highly recognized by users in many aspects such as appearance and power, which reflects that managers have high emotional intelligence and can understand their emotional needs from the perspective of users. In the process of product development, pay attention to the user's feelings on all aspects of the product, make the product more in line with user expectations, improve user satisfaction and loyalty, and help establish a user-centered business model.

From the perspective of adaptability, in response to changes in market competition, in the highly competitive environment of the mobile phone market, Xiaomi can rise from the sixth place in 2024 to the second place in the first quarter of 2025, which reflects the adaptability of managers. In the face of changes in market share and pressure from competitors, managers timely adjust strategies and product strategies, launch products that meet market demand, enhance product competitiveness, thus occupying a favorable position in market competition and ensuring the stability and adaptability of business models. To solve business development problems, in view of Xiaomi SU7's low spatial satisfaction rate and insufficient after-sales service outlets, managers need to have the ability to respond to changes and take timely measures to solve them. For example, optimizing product design to improve spatial satisfaction, strengthening after-sales service system construction to improve service quality, these measures help improve user experience, maintain corporate image, avoid negative impact on business model, but also accumulate experience for future business expansion and model optimization.

Lei Jun's leadership and Xiaomi's corporate culture

As the founder and leader of Xiaomi, Lei Jun, with his outstanding leadership skills and profound understanding of the technology industry as well as a long-term strategic vision, has established the brand vision of "making technology accessible to the general public". Under this guidance, he successfully established an innovative business model centered on high cost performance and deeply integrated with Internet thinking, laying a solid foundation for the rise of Xiaomi. In terms of shaping corporate culture.

Lei Jun encourages innovation and risk-taking, creating an open and inclusive working atmosphere. He advocated engineer culture and attached importance to technology research and development, attracting a large number of outstanding technical talents to join Xiaomi. Millet's "popcorn" activity is an innovative measure taken by Lei Jun to encourage users to participate in product improvement and enhance user stickiness. This activity not only makes users feel valued, but also stimulates the innovation vitality of the team, making millet products more suitable for user needs (Xiaomi Ecological Chain Barn Academy, 2017).

Lei Jun advocates a management concept centered on team collaboration and based on a flat structure. In Xiaomi's organizational system, the management hierarchy is streamlined, and communication between employees and managers is efficient and smooth. This not only significantly enhances execution efficiency but also creates fertile ground for the exchange of innovative thinking. This management model fully stimulates the potential of employees, enabling everyone to deeply participate in the development of the enterprise and gradually shape the unique cultural genes of Xiaomi.

The rise of female managers in Xiao Mi and teamwork

With the development of Xiaomi, more and more female managers have emerged in the company, which not only reflects the concept of gender equality in Xiaomi, but also brings new vitality and perspective to the company. In the team management of Xiaomi, female managers play an important role in coordinating team relations and promoting team cooperation with their delicate emotional perception and good communication skills.

There are many excellent female managers in Xiaomi's human resources department. They are well aware of the needs and pain points of employees, and fully consider the situations of different employees when formulating talent training plans and employee welfare policies, so as to provide employees with a good career development path and a comfortable working environment. In the project team, female managers are good at listening to different opinions, and can better balance the interest relationship among team members, resolve conflicts, and improve the cohesion and cooperation efficiency of the team. In the process of Xiaomi's international business expansion, female managers have established good cooperative relations with teams from different countries and regions by virtue of their ex-

cellent cross-cultural communication skills, making important contributions to Xiaomi's opening up of the international market (Song, 2020).

Managers' adaptability and millet's market adaptation

Xiaomi's managers have shown great adaptability and market insight. In the increasingly fierce competition in the smartphone market, Xiaomi not only has a firm foothold in the low-end market with cost-effective products, but also keenly aware of the potential of the high-end market, by constantly improving product quality, increasing research and development investment, launched a series of high-end flagship models, and successfully entered the high-end market. For example, the launch of Mi 10 series mobile phones has been comprehensively upgraded in terms of configuration, performance and appearance design, meeting high-end users' demand for mobile phone quality and performance (Gartner, 2025), and enhancing the competitiveness of Xiaomi brand in the high-end market (Mobile China, 2020).

With the rise of the smart home market, Xiaomi quickly adjusted its strategy to build a huge smart home ecosystem with mobile phones as the core. Xiaomi's managers recognize the consumer demand for intelligent life scenes, through investment, cooperation and other ways, integrate all kinds of smart home equipment manufacturers, launched a series of smart home appliances products, such as smart speakers, smart cameras, intelligent sweeping robots. The success of Xiaomi's smart home ecosystem not only enriches Xiaomi's product line, but also expands its business model and brings new profit growth points for the company (China Electronics News, 2021).

Product diversification under equality between men and women

Driven by the concept of gender equality, the company has more female managers, which has a positive impact on product development and design, making products more diversified and better suited to the needs of the public. In the past, many technology products tend to be more male-oriented in design and function, but Xiaomi fully considers the needs and preferences of female users in the product development process.

In terms of mobile phone design, Xiaomi has launched a variety of colors and styles of mobile phones to meet the aesthetic needs of users of different genders. For example, Millet Civi series mobile phones, in the design of the use of thin body, exquisite technology and soft color scheme, more in line

with female users' preference for mobile phone appearance. At the same time, in terms of mobile phone functions, some special functions for female users have been added, such as beauty photography, beauty makeup mode, etc., to improve the user experience of female users (Communications World, 2021).

In the field of smart home products, female managers have participated in the design of a series of products that are more in line with family habits by virtue of their delicate understanding of family life scenes. For example, Xiaomi's intelligent air purifier is more simple and beautiful in appearance design, and can be integrated into various home styles; The operation interface of the intelligent sweeping robot is designed to be more simple and easy to understand, which is convenient for family members of different ages to use. The success of these products reflects that Xiaomi fully considers the differences between male and female users in the process of product development, realizes the diversified development of products, and better meets the needs of the public (Design Art Research, 2020).

Conclusion

The personal quality of managers has a significant impact on the effectiveness of establishing business models. Cognitive ability helps managers to identify market opportunities and find the right direction for business model construction; Innovative thinking mode promotes business model innovation and enhances enterprise competitiveness; Cooperation ability to promote resource integration, ensure the smooth implementation of business models; Values guide the evolution of business models towards sustainability. Under the trend of gender equality, the increase of female managers has brought diversified perspectives and ways of thinking to enterprises, promoted the diversified development of business models, and made products better meet the needs of the public.

When selecting managers, enterprises should comprehensively consider their personal qualities such as cognitive ability, thinking mode, cooperation ability and values, pay attention to gender balance, give full play to the advantages of female managers, and ensure the selection of managers with the ability to promote the effective establishment of business models. Enterprises should attach importance to the

training and development of managers and provide diversified training courses and learning opportunities, including leadership training, emotional intelligence improvement courses, market insight analysis training, etc., to help managers constantly improve their personal quality to adapt to the changing market environment.

Managers themselves should also establish the concept of lifelong learning, constantly learn new knowledge and new skills, and strengthen their own quality. At the same time, managers should pay attention to cultivating team spirit, especially in cross-departmental and cross-gender team cooperation, and give full play to the advantages of different members. In addition, managers should also pay attention to social development trends, such as the in-depth promotion of the concept of gender equality, and integrate it into enterprise management and product research and development to promote the sustainable and healthy development of enterprises.

In the modern business environment, the success of a business model depends not only on technological innovation, capital operation or market size, but also on the personal quality of managers. In the near future, with the continuous progress of science and technology and the continuous development of society, the business environment will be more complex and changeable. Managers need to continuously improve their comprehensive quality, especially in the context of the rapid development of emerging technologies such as artificial intelligence and big data, managers should have digital leadership and be able to use new technologies to optimize enterprise management and business models.

At the same time, under the social trend of pursuing gender equality, enterprises should further strengthen the training and appointment of female managers, and fully tap the potential of female managers. Future studies can further explore how to establish a more perfect training system for female managers, and how to better promote the cooperation between male and female managers in enterprises, so as to jointly promote the innovation and development of business models. In addition, the research on the relationship between management quality and business model of enterprises of different industries and different sizes needs to be further deepened in order to provide enterprises with more targeted management suggestions.

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