

• Case Study •

## How a Private Retail Enterprise with Annual Revenue of 200 Million Can Grow Against the Trend During the Past Three Years of the Epidemic

### Practice and Analysis of Enterprise “Strategic Implementation” Based on the Organization Running Companion Model

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**Received:** 24 October 2025 **Accepted:** 07 November 2025

**Abstract:** In the process of implementing corporate strategy, most companies will seek support and assistance from external third-party professional organizations, including training, consulting, consulting, and coaching. In the process of various third-party assistance for enterprise strategy implementation, different methods generate different values and play different roles in the realization of enterprise strategy. The proposal of the Organization Running Companion model was put forward in 2016 by Dr. Yin Haijiang after two years of practice in the private board of directors. The core concept is centered around achieving the core goal of corporate strategy, utilizing one-on-one coaching, team coaching, and organizational coaching. After three years of practice, the innovative integrated Organization Running Companion model was successfully applied for Chinese national intellectual property rights in March 2019. The Organization Running Companion model is established by a coaching team stationed in the enterprise, adopting a five step process of Organization Running Companion, namely CEO mission discovery, vision based strategic planning, strategic implementation key task sorting, inventory and matching with the strategic implementation team, and accompanying the key tasks of strategic implementation, in order to complete the strategic implementation work of the enterprise. From 2019 to the end of 2022, Dr. Yin Haijiang helped a retail enterprise with an annual revenue of nearly 200 million yuan to grow against the trend in the context of the COVID-19 epidemic with the help of the Organization Running Companion with the model, and achieved success in strategic transformation. The Organization Running Compan-

ion model is a global innovation and the only coaching model that integrates one-on-one coaching, team coaching, and organizational coaching. Although it only takes 6 years from discovery and modeling to practice, the effectiveness of this model in helping enterprises achieve strategic goals has reached 100%, which is worth researching and promoting.

**Keywords:** Coach; Technolog, Innovation Strategy; Implementation; Organization Running Companion

## 1 Introduction to the Organization Running Companion Model

The sustainable development of enterprises is the most concerned topic for every entrepreneur. On the one hand, sustainable development of enterprises relies on internal forces, and on the other hand, external forces can be leveraged to promote sustainable development of enterprises. In the process of enterprise development, mature models have emerged, including but not limited to training mode, consulting mode, consultant mode, and coaching mode.

According to literature and data, training can only solve the functions of knowledge dissemination, skill improvement, and attitude change for enterprise personnel, while consulting can only solve strategic, process, and institutional issues in the organizational dimension of enterprises. Consultants mainly solve temporary problems that entrepreneurs or enterprises encounter discontinuously, while coaches, as an emerging management technology born in the last century, focus on the functions of individual potential stimulation and goal achievement.

The private board format was born in 1957, evolving from regular roundtable discussions between Wisconsin entrepreneur Robert Nourse

and four other CEOs. They named this internal communication within their network TEC (Decision Making Committee). In 2006, the private board model was introduced to China and named the private board. According to data and literature analysis, the private board of directors belongs to a group coaching model aimed at entrepreneurs, focusing on the growth of entrepreneurs in the private board group.

In 2014, I started my own business as a private board of directors. After two years of experience, I discovered that private boards can assist entrepreneurs in their growth through one-on-one coaching and group coaching. For enterprises, the private board of directors is not enough to only address the growth of entrepreneurs, because for a company to truly achieve sustainable growth and development, solving the problems of entrepreneurs alone is not enough. The realization of corporate strategy is the core. This means that the private board of directors has both its effectiveness and limitations.

On the issues that entrepreneurs are most concerned about, learning and growth, as well as integrating resources, rank fourth and fifth respectively, but do not rank among the top three.

For most entrepreneurs and CEOs, the top

priority is for the company to survive. You have to pay rent and labor. If there is no income input and costs continue to increase, it may result in losses, leading to the closure or bankruptcy of the enterprise.

After conducting one-on-one interviews and discussions with entrepreneurs from the 001 group of the Private Board of Directors at Haijiang Private Board College, as well as with colleagues from the Chinese Private Board of Directors, the author found that in order for a company to achieve sustainable development and strategic realization, process management must be carried out comprehensively, throughout the entire process, and coaching management techniques can accompany the company to achieve strategic realization.

Therefore, after working in the Organization Running Companion business for two years in 2016, the author proposes four hypotheses based on how private board coaching can help achieve corporate strategy:

**Assumption 1:** In terms of sustainable development of enterprises, the CEO is the ceiling of the enterprise, that is, whether it is the process of strategic planning or strategic implementation, the CEO's decisions determine everything about the enterprise.

**Assumption 2:** In terms of sustainable development of enterprises, strategic achievement is the only goal of the enterprise. Whether it is market expansion, technology research and development, or other functions, the core is to achieve service strategy.

**Assumption 3:** In terms of sustainable development of enterprises, strategic implementation is actually process management. There are many companies that have discovered strategic business opportunities, but why are there few companies that have implemented their strategies? One of the core reasons for 99% of business failures is the lack of proper process management for strategic implementation.

**Assumption 4:** In terms of sustainable development of enterprises, even the best strategy still requires the right people (teams) to complete, and for CEOs, selecting the right people is a very important competency. The failure to select the right people to implement strategies is also one of the core reasons for the failure of many startup companies.

Starting from four assumptions, based on the model of Organization Running Companion the company, the author uses personal coaches, team coaches, and organizational coaches to complete the key tasks of corporate strategy implementation: CEO growth+mission based strategic planning+key tasks of implementing the strategy+a team capable of completing key tasks. Then, with the help of the Organization Running Companion the company, the author completes various key tasks based on strategy implementation and continues to accompany the company for 3-5 years to achieve the company's strategy.

## 2 Research Theory

The Organization Running Companion model belongs to the innovative model in the field of



**Figure 1:** Organization Running Companion Model 2.0 (Excerpted from Dr. Yin Haijiang’s New Book “Organization Running Companion Is Strategic Implementation”)

coaching. This model is based on the core goal of achieving corporate strategy, integrating one-on-one coaches, team coaches, and organizational coaches.

It takes five steps to promote the coach accompanying running model in an orderly manner throughout the entire process, in order to achieve the company’s strategy.

One on one coaching was born in the 1970s by Tian Gaowei, who helped executives transform their thinking and stimulate their potential through his experience playing tennis. After years of practice and evolution, a systematic one-on-one coaching system has been formed. Among them, the ICF International Coach Alliance, as a globally authoritative non-profit organization, has played a huge role in standardization, professionalism, and

promotion.

Team coaches were born in the late 1980s and early 1990s. With the desire of enterprises to achieve team goals, coaches are invited to provide coaching services to the executive team of the enterprise. Based on the different goals, objectives, and attributes of the team and individuals, team coaches have also formed their own system in practice, including processes, models, and methodologies.

Among them, Professor Peter Hawkins from the UK proposed a systematic team coaching model in his new book “High Performance Team Coaching”, which adopts a five step process to systematically coach the growth and development of the team. Due to the fact that the first letter of this five step routine is C, it is commonly referred

to as Peter Hawkins' 5C model.

Organizational coaching was born at the beginning of this century. The globally renowned leadership development institution, CCL Innovation Leadership Center, integrated individual and team coaching into the process of achieving organizational goals, gradually forming the evolving organizational coaching paradigm today. Its processes, models, and methodologies are gradually being standardized. CCL has systematically organized the practice of organizational coaching in enterprises in its "Organizational Coaching Handbook", and summarized the methodology and practical cases of coaching practice applied in the sustainable development process of organizations.

The model of "Organization Running Companion with others" was proposed by the author in 2016, finalized in 2019, and successfully applied for copyright patents from the China National Intellectual Property Administration. Since the second half of 2019, the author has been accompanying two companies through Organization Running Companions, one with an annual revenue of nearly 200 million yuan and the other with an annual revenue of 5 billion yuan. Over the past three years, the Organization Running Companion model has gained recognition from clients and has prompted both companies to achieve their goals according to established strategic planning.

The special effects of the Organization Running Companion model are the world's first to use corporate strategy implementation as a coaching practice goal, perfectly integrating and practicing systematicity, integration, and applicability. More-

over, this model has been effectively practiced in enterprises of different sizes, achieving 100% success.

### 3 Research Method

Case study, also known as case history method, refers to the continuous tracking and investigation of an individual, a group, or an organization over a long period of time, in order to study the entire process of their behavioral development and changes. It includes collecting and recording one or several case materials, and writing a case report.

Case studies generally conduct a comprehensive and in-depth examination and analysis of some typical characteristics of the research object. In most cases, although case studies focus on one or a few individuals as research subjects, this does not rule out generalizing the research results to general situations, nor does it rule out applying them in practice after making comparisons between cases.

The case study in this article comes from front-line practice . Through the method of case study, it is possible to break down the strategic implementation of enterprises from theory to model, and then to practice, thus effectively solving the key path of the impact of the Organization Running Companion model on strategic implementation.

### 4 Case Study

This case is in Nanning, the capital of Guangxi Zhuang Autonomous Region, China. It is a retail supermarket with a revenue of over 180 million yuan in 2019. The coaching team from Shenzhen Haijiang Private Directors College was invited to

cooperate with it that year.

This customer has been established for ten years. Under the background of unable to continue expansion, after three years of accompanying service provided by the Organization Running Companion coach team, despite the COVID-19 from 2020 to now, it still opened two new stores against the trend. At present, the company has 3 stores, with a revenue of around 250 million yuan in 2022, an increase of 38% compared to 2019.

Since accompanying the client through the Organization Running Companion, Dr. Haijiang has adopted a three-year three-step strategic plan and achieved each year's strategic goals one by one, gaining recognition from the client.

#### **4.1 First year: foundation year**

Firstly, the Organization Running Companion Coaching team through one- on-one coaching, allowing the CEO of the company to inquire about the original intention, search for and discover its mission, and thus radiate the career motivation of the mission.

Secondly, with the help of team coaching, the fundamental reason why the company has been unable to expand for ten years was discovered: the lack of a replicable business model.

Finally, adopt the approach of organizing coaches to complete the relevant systems and processes for opening a chain of supermarkets, and establish a talent training system.

#### **4.2 Second year: growth year**

In the second year, the Organization Running

Companion Coaching team to promote various aspects of the company's work through team coaching, and also used one-on-one coaching to coach key executives in the company.

At the same time, through the organization of coaches, the company successfully opened its second store. During this period, a team coaching approach was adopted to accompany the first year of operation and management of the new store, effectively solving the survival problem of the new store.

#### **4.3 Third year: breakthrough year**

In the third year, the Organization Running Companion Coaching team to revise the system, procedures, and framework from two years ago through the use of team coaching. At the same time, they explored and innovated the multi store management model of the enterprise, and formed a complete set of business management models, effectively assisting the client in opening a third store and laying a solid institutional, process, and system foundation for the client's sustained development in the future.

Based on the business performance of this client over the past three years, the relevant data is as follows:

Annual revenue: In the context of the COVID-19, the annual operating revenue will increase from 180 million yuan in 2019 to 250 million yuan in 2022.

Profit margin: increased from 15% to 17%.

Number of stores: From only one store in ten years to three stores in three years.

The Growth of CEOs: Upgrading from Professional Managerial Thinking to Entrepreneurial Thinking.

In 2020, the Organization Running Companion Coaching team to sign a new group enterprise with an annual revenue of 5 billion yuan. The group has been established for 25 years, deeply cultivating regional markets and is a leading local enterprise. In the context of digital transformation and epidemic prevention and control, enterprises are facing great pressure for sustainable development.

The CEO of the group invites the Organization Running Companion team to continue using the Organization Running Companion model for service, serving continuously for three years, and helping clients achieve successful strategic transformation. By the end of 2022, the group has successfully embarked on the right track of becoming a digital enterprise.

## 5 Overview

In summary, compared to traditional third-party organizations that assist enterprises with point of touch (training), lack of implementation delivery (consulting), and unsystematic (consulting) characteristics, Organization Running Companion coaching relies on a one-on-one coaching, team coaching, and organizational coaching model to focus on the implementation of enterprise strategies, with a saturated time investment throughout the entire process, to fully and systematically solve all problems from solution to implementation, from entrepreneurs to teams, from planning to implementation.

The core purpose of the “Organization Running Companion is Strategic Implementation” model is that any key task that contributes to strategic implementation must be completed, effectively correcting the shortcomings of training, consulting, and advisory services provided by other third-party institutions and gaining recognition from clients.

From the comparison with other third-party assistance for sustainable development of enterprises, the Organization Running Companion model has made up for many shortcomings, such as:

Organization Running Companion can compensate for the performance conversion problem of traditional training models and solve the problem of traditional training being unable to keep up with the true improvement of students’ abilities.

Organization Running Companion clients can make up for the problem of traditional consulting models being unable to execute, completely solving the stubborn problem of traditional consulting models being unable to implement solutions and performance results.

Organization Running Companion can compensate for the problem of discontinuous problem-solving in traditional consulting models, integrate enterprise problems into a systematic perspective, and adopt a full process approach to solve problems.

Organization Running Companion can make up for the difficulties of traditional coaching models in the To B direction, and explore a systematic coaching service enterprise model based on strategic implementation.

In summary, through the three-year practice of Organization Running Companion in this case company, from the perspective of customer recognition and actual business results, the Organization Running Companion model can effectively assist in the realization of corporate strategy.

### Acknowledgement

This research was no Acknowledgement provided.

### Funding Statement

This research was no funding provided.

### Author Contributions

The authors acknowledge their responsibility for the following: research conception and design, data collection, results analysis and interpretation, and manuscript writing.

### Availability of Data and Materials

The authors confirm that all data generated or analyzed during this study are either collected by the authors themselves or derived from the published articles cited in the references.

### Conflicts of Interest

The authors declare that they have no conflicts of interest to report regarding the present study.

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