

The Impact of the STAME New Research Model on Organizational Success: Based on Case Studies

Lili Song¹

¹ Shenzhen Nuoyi Fluid Technology Co., LTD., China

Correspondence: Lili Song, Shenzhen Nuoyi Fluid Technology Co., LTD., Shenzhen(518107), China.

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Abstract

The dynamics and uncertainties in the VUCA era make it difficult for the traditional organizational management model to meet the development needs, and STAME model provides a new direction for organizations to meet challenges. This study focuses on the five core elements of the model, namely, Strategy, Tenacity, Action, Motivation and Enthusiasm, aiming at analyzing the internal correlation and coordination mechanism among the elements, constructing the integration framework of the model and multi-theories, and exploring its cross-industry practice path. The research comprehensively adopts literature research, case analysis and comparative analysis, systematically deconstructs the core connotation of the model, and integrates many theories such as Flow Theory and Dynamic Capabilities Perspective to form a fusion framework. At the same time, it takes A jewelry enterprise, B multi-business technology enterprise and H Group as cases to analyze. The research results clarify the overall operation mechanism of STAME model, improve the theoretical framework in the field of organizational management, and summarize the practical experience and shortcomings of the model in different industries. This study not only provides theoretical support for the follow-up research on organizational management but also provides operational guidance for all kinds of organizations to enhance their adaptability and competitiveness and realize sustainable development with the help of this model.

Keywords: VUCA era, STAME model, organization and management, multi-theory fusion, case study

1. Introduction

1.1 Research Background

In today's global era of Volatile, Uncertain, Complex, Ambiguous (VUCA), the market environment exhibits high dynamism and uncertainty. The pace of technological advancement has significantly increased, consumer demands have become increasingly diversified, and organizations are facing unprecedented challenges. Against this backdrop, traditional management models and development strategies have become inadequate in ensuring sustained organizational success. There is an urgent need for new theoretical models to guide organizational development.

With the acceleration of globalization and the rapid development of information technology, the external environment of an organization is not only changing frequently, but also unpredictable, which puts higher demands on its strategic planning, operation management and innovation ability. Traditional management theories are often based on a relatively stable market environment, and it is difficult to effectively cope with the current complex and changeable business challenges. Therefore, exploring and developing a new research model that adapts to the characteristics of the VUCA era has become the key to promoting organizational transformation and upgrading and achieving sustainable success.

STAME's new research model takes Strategy (S) as the direction guide, Tenacity (T) as the spiritual support, Action (A) as the practical approach, Motivation (M) as the internal driving force, and Enthusiasm (E) as the emotional empowerment. These five elements are interrelated and work together, which provides a brand-new idea for organizations to meet challenges and achieve success in complex environments.

1.2 Research Question

1) In the context of the VUCA era, what is the internal correlation mechanism among the five core elements of the STAME model: Strategy (S), Tenacity (T), Action (A), Motivation (M), and Enthusiasm (E)? How do these elements work together to support organizations in achieving their goals?

2) From the perspectives of multiple theories such as Flow Theory and Dynamic Capabilities Perspective, what is the path for the STAME model to supplement and improve the theoretical framework of organizational management?

3) What are the differences in the practical effects of applying the STAME model across enterprises in different fields? What are the key success factors and main obstacles in the application process of the model?

1.3 Research Objective

1) Systematically deconstruct the core essence of the STAME model, clarify the definitions, characteristics, and interaction logic of its five elements, and reveal the overall operational mechanism of the model.

2) By synthesizing foundational concepts from Flow Theory, Dynamic Capabilities Perspective, Psychological Capital Theory, goal-setting theory, and Achievement Motivation Theory, we develop the STAME model alongside an integrated theoretical framework. This interdisciplinary approach strengthens the conceptual foundations of organizational management research while addressing gaps in adaptive leadership paradigms.

3) Through case studies, this research analyzes the practical applications and limitations of the STAME model across different industries, providing organizations with actionable pathways for model implementation. The aim is to enhance their adaptability and competitiveness in the VUCA era, ultimately achieving sustainable development.

1.4 Significance of the Study

From a theoretical perspective, this study deeply analyzes the connotation and mechanism of the STAME model, integrating Flow Theory, Dynamic Capabilities Perspective, Psychological Capital Theory, Goal Setting Theory, and Achievement Motivation Theory. This integration enhances the theoretical framework in the field of organizational management and provides theoretical support for subsequent related research.

From a practical perspective, by analyzing cases of enterprises applying the STAME model in different fields and summarizing the practical experiences and shortcomings of this model in the process of organizational success, it can provide operable guidance for various organizations to enhance their competitiveness and achieve sustainable development through this model, which has important practical application significance.

1.5 Research Methodology and Content Framework

1.5.1 Research Methods

This study employs a comprehensive research methodology including literature review, case analysis, and comparative analysis. First, through systematic literature review, we thoroughly examine the characteristics of the VUCA era, the essence of the STAME model, and its theoretical foundations. Second, we select three case companies from different industries - A jewelry enterprise, B technology company with diversified operations in exhibition services and human-computer interaction, and H Group - to conduct in-depth analysis of how the STAME model is applied in these organizations. Third, we perform comparative analysis across these cases to identify patterns of how the STAME model influences organizational success. Finally, we provide practical implementation recommendations tailored to different organizational contexts, followed by a summary and outlook of the study.

Regarding literature review, we extensively collect both domestic and international research on the VUCA era, organizational management models, and relevant theories to ensure a comprehensive and in-depth understanding of the research background and theoretical framework. For case analysis, we conduct interviews and surveys with relevant personnel in the selected companies, supplemented by publicly available financial data, to accurately present the practical application of the STAME model. In comparative analysis, we conduct detailed comparisons across multiple dimensions to identify similarities and differences, thereby more precisely generalizing the impact patterns of the STAME model on organizational success. When proposing implementation recommendations, we carefully consider the specific characteristics and actual conditions of different organizations to ensure the suggestions are both practical and targeted.

1.5.2 Content Framework

STAME model focuses on five core elements, which are dynamically linked with each other to form the bottom support for success:

1) S (Strategy): It refers to the decision-making ability to dynamically anchor goals and integrate resources in a complex environment, emphasizing the balance between “goal calibration” and “environmental

adaptation”, which is neither rigid planning nor blind trial and error, but flexible adjustment based on self-awareness and external changes.

2) T (Tenacity): It is defined as “resilience to maintain a sense of purpose in setbacks”, which is different from the simple “resilience”. Psychological resilience, which pays more attention to extracting growth signals from failures and reconstructing action paths, is the key quality for individuals and organizations to cross the cycle.

3) A (Action): Emphasize the “sense of efficacy from small iterative steps”, that is, accumulating achievements through executable small actions, avoiding “goal suspension” or “action overload”, forming a continuous propelling force in the “dynamic balance between ability and challenge”, which is closely related to the generation of “flow” experience.

4) M (Motivation): Integrating “intrinsic sense of meaning” with “extrinsic feedback mechanism”, it encompasses both value recognition of the goal itself (such as personal interests, organizational mission) and the motivation brought by phased achievements, serving as the energy source for long-term action.

5) E (Enthusiasm): It refers to “sustained passion and commitment to a goal”, which is distinct from fleeting excitement. It emphasizes the adherence to one’s original aspiration under real-world pressures, maintaining enthusiasm for action through self-empowerment with positive emotions. It is a core psychological resource for combating burnout.

2. Theoretical Basis

2.1 The Flow Theory

The Flow Theory, proposed by Mihaly Csikszentmihalyi, the founder of positive psychology (Knowles, S, 2021), refers to the “selfless state” that individuals enter when they are fully immersed in an activity. Its core characteristics include clear goals, immediate feedback, and a balance between skills and challenges. At this time, individuals can experience a high degree of pleasure and satisfaction, and their work efficiency is significantly improved (Jiang Tingting, Chen Peilong, Xu Yanrun, 2021; Wang Xin, 2022). For example, the protagonists state of immersing himself in piano playing in “Soul” or the state of self-forgetting when “butchering a cow” (Peng Kaiping, Chen Sai, 2023) are typical manifestations of flow.

In the STAME model, the Flow Theory is in deep agreement with the element of “Enthusiasm (E)”, which provides the theoretical support of “immersion”. When members of an organization are enthusiastic about their work, they will take the initiative to invest time and energy, and regard the task as a “goal worthy of attention” rather than a burden - this enthusiasm will naturally meet the core conditions for the flow: on the one hand, enthusiasm drives members to clarify the task priority and correspond to the “clear goal” needed by the flow; On the other hand, members actively improve their skills because of their love, so as to match their abilities with task challenges and avoid “anxiety due to too high difficulty” or “boredom due to too simple”.

After entering the flow state, members will ignore external interference and focus on the task itself. Every step of operation and thinking is efficient and accurate, which can not only produce high-quality results, but also gain a strong sense of accomplishment and satisfaction after the task is completed^[1]. This positive feedback will further strengthen their enthusiasm for work and form a virtuous circle of “enthusiasm → flow → high performance → stronger enthusiasm”. For example, H Group’s R&D team, because of its enthusiasm for AIoT technology, often entered the state of “forgetting time” when optimizing H Group’s interaction algorithm, and finally pushed its monthly active users to exceed 137.1 million, which confirmed the boosting effect of flow theory on organizational performance (Li Chengchen, Zhang Yuyang, 2023).

2.2 Dynamic Capability Theory

Dynamic Capability Theory, pioneered by David Teece, emphasizes organizational agility in strategic reconfiguration - the capacity to systematically integrate, reconfigure, and redeploy internal and external resources to seize emerging opportunities and navigate environmental turbulence. Central to this framework is the shift from competing within static rules to reshaping the competitive landscape itself, thereby avoiding the “Icarus paradox” (where historical competencies paradoxically become liabilities under changing conditions). This theory emphasizes that in the VUCA era, organizations need to maintain the dynamic fit between core competence and environment through resource allocation and business adjustment, rather than sticking to past successful experiences.

In the STAME model, the elements of “Strategy (S)” and “Tenacity (T)” collaboratively support the implementation of dynamic capabilities. “Strategy (S)” corresponds to the “Environmental Insight and Direction

Adjustment” of dynamic capabilities - requiring organizations to rely on keen market perception and formulate flexible strategies as the environment changes, just like 3M’s transition from mining to high-tech fields. For example, H Group’s strategic upgrade from “mobile phone × AIoT” to “the entire ecosystem of people, cars, and homes” is precisely through dynamic strategies that match the technological iteration trend in the consumer electronics industry.

“Tenacity (T)” corresponds to the dynamic capability of “resource reconfiguration and adversity breakthrough” - when an organization faces difficulties (such as supply chain shortages, technological bottlenecks), it should not easily give up on its established direction, but rather overcome challenges through internal resource optimization and external resource integration, just like H Group’s breakthrough through investing in supply chain and independently developing chips ^[2]. The synergy between the two enables the organization to both “identify the right direction” and “withstand pressure”, significantly enhancing its dynamic capabilities and gaining the initiative in market competition.

2.3 Psychological Capital Theory

Psychological Capital Theory, originally conceptualized by Luthans and colleagues, operationalizes the positive psychological states that individuals develop through their professional growth trajectories. Central to this construct are four agentic capacities: self-efficacy (task-specific confidence), optimism (positive outcome expectations), hope (goal-directed persistence), and resilience (adaptive recovery from adversity). Unlike fixed personality traits, these psychological resources can be systematically cultivated to activate individual potential and elevate organizational performance.

The “Tenacity (T)” and “Motivation (M)” elements of the STAME model align closely with the Psychological Capital Theory. “Tenacity (T)” directly corresponds to “resilience” in psychological capital, which requires organizational members to maintain composure in adversity (such as project failures or market downturns), and to quickly recover and overcome difficulties, just as the H Group’s Automobile R&D team did when tackling technical challenges in motor technology, transforming setbacks into opportunities for growth.

“Motivation (M)” integrates the psychological capital of “self-efficacy”, “hope”, and “achievement motivation” - by cultivating members self-confidence (believing in their ability to complete complex tasks), optimism (maintaining positive expectations for future goals), and goal orientation (clearly planning the path), it stimulates intrinsic motivation. For example, H Group implements equity incentives for core R&D personnel, while strengthening members sense of self-efficacy through the culture of “everyone is a product manager”. It is through the accumulation of psychological capital that organizational cohesion and combat effectiveness are enhanced.

2.4 Goal-setting Theory

The Goal-setting Theory, proposed by Edwin A. Locke, posits that “clear, specific, and challenging goals can stimulate individual motivation”. The theory suggests that there is a positive correlation between the difficulty of a goal and the level of effort expended, and that immediate feedback can assist individuals in adjusting their strategies to ensure goal achievement ^[3]. The theory emphasizes that vague goals fail to provide direction, whereas specific goals that are “just within reach” can maximize individual motivation.

In the STAME model, the three elements of “Strategy (S)”, “Action (A)”, and “Motivation (M)” collaboratively implement the goal-setting theory. “Strategy (S)” is responsible for “setting goals” - establishing a clear and specific direction for the organization. For example, H Group’s goal of “the number of devices connected to the AIoT platform surpasses 900 million” is both clear and challenging, avoiding resource waste caused by ambiguous directions.

“Action (A)” is responsible for “pursuing goals” - guiding members to translate strategies into specific actions. For example, H Group’s Home employees follow the action plan of “standardized display + scenario-based experience” to increase offline sales and ensure that goals are not just a formality ^[5]. “Motivation (M)” is responsible for “strengthening motivation” - reinforcing members willingness to achieve goals through performance rewards, promotion opportunities, etc., while combining immediate feedback (such as monthly sales data review) to help members adjust their action strategies, forming a closed loop of “setting goals → pursuing goals → adjusting strategies” to promote the organization to achieve its goals efficiently.

2.5 McClelland's Achievement Motivation Theory

In the 1950s, David McClelland proposed the Achievement Motivation Theory, which categorizes human higher-level needs into achievement needs (pursuit of excellence, overcoming difficulties), power needs (influencing others, driving the team), and affiliation needs (interpersonal harmony, team belonging). Among these, achievement needs are the core driving force for individuals to actively strive and pursue success ^[4]. This theory

emphasizes that individual's pursuit of "the joy of overcoming difficulties" and "the sense of achievement after success" can stimulate lasting motivation more effectively than material rewards [5].

The STAME model is deeply coupled with this theory, providing the underlying logic for "intrinsic motivation" and "emotional empowerment". For "Motivation (M)", achievement needs are the core source at the individual level - driven by the achievement needs of pursuing "technological breakthroughs", the H Group's R&D team actively tackled the cross-device intelligent connectivity technology of H's HyperOS, rather than relying on external incentives; power needs drive managers to allocate resources rationally, injecting directionality into organizational motivation.

For "Enthusiasm (E)", the joy and sense of achievement brought by the satisfaction of achievement needs serve as the emotional foundation of enthusiasm - H Group's employees transform their sense of achievement from "products gaining user recognition" into enthusiasm for work; while the need for affinity builds emotional bonds, elevating individual enthusiasm to a collaborative team atmosphere.

In terms of "Strategy (S), Action (A), Tenacity (T)", achievement needs drive individuals to formulate more challenging strategies, quickly translate them into action, and maintain tenacity in difficult situations, ultimately forming a complete closed loop of "individual motivation → team action → organizational success", which meets the requirements of the dynamic forces within organizations in the era of VUCA.

3. Cases Introduction

3.1 Case I

3.1.1 Corporate Background

The Jewelry Company, A, was officially established in 2010. As a comprehensive jewelry enterprise with a core focus on "inheriting craftsmanship and innovating design", it specializes in high-end jewelry customization, research and development of collectible jewelry, and promotion of cultural jewelry. Leveraging its extreme pursuit of quality and precise analysis of market trends, the company has established a brand image of "steadfast progress and continuous achievements" in the jewelry industry. The name "A" not only symbolizes continuous breakthroughs at key development nodes but also showcases the brands perseverance in the face of challenges.

The company has been deeply involved in the jewelry field for more than ten years, and its core advantages are mainly reflected in the following three aspects: First, it has realized the organic integration of process inheritance and innovation. The company has a professional design team, which combines traditional filigree inlaying and engraving techniques with modern 3D printing and intelligent inlaying techniques to create jewelry works with profound cultural heritage and fashion sense. Second, strict material control has been implemented. The company has established a whole chain quality control system from direct mining to finished product testing, and reached cooperation with global gem producing areas (such as South African diamond mines and India) to ensure the authenticity and scarcity of each piece of jewelry. Third, accurate market positioning has been carried out. Focusing on high-end consumer groups, the company provides "one-to-one" customized services, and realizes the whole process from design concept communication to finished product delivery, so as to meet customers' demand for "personalization, storytelling and collection" of jewelry. The repurchase rate of customers remains above 80% all the year round.

3.1.2 Application of STAME Model

Strategy (S): In response to dynamic market changes, the company has formulated a development strategy of "personalized customization + online and offline integration". Through conducting in-depth consumer demand research, the company has launched personalized jewelry customization services to meet consumers unique needs. At the same time, an online sales platform has been established, and offline store resources have been integrated to achieve synchronization of product information and seamless service connection between online and offline channels. Immersive display areas have been added to offline stores, and lighting, scene layout, and other means have been used to optimize jewelry display effects and enhance consumer experience.

Tenacity (T): In the process of implementing the new strategy, the company encountered numerous challenges. On the one hand, personalized customization requires significant R&D costs and time, and initial market feedback was poor. On the other hand, the integration of online and offline operations involves adjustments in multiple aspects such as supply chain management and data sharing. The construction of immersive display areas also faces issues such as cost overruns and unsatisfactory results. It also takes time for internal employees to adapt to the new model. Faced with these difficulties, the company's management has remained steadfast to the new strategy, actively adjusted internal management models, intensified employee training, optimized display schemes, and gradually overcome the challenges.

Action (A): In order to implement the development strategy, the company set up a customized R&D team, introduced advanced design software and production equipment, and improved the efficiency and quality of customized jewelry production; Set up an online operation team to be responsible for online platform promotion, customer service and order processing, and strengthen communication and cooperation with offline stores; At the same time, the professional design team will create an offline immersive exhibition area, regularly update the exhibition theme, and cooperate with marketing activities to attract consumers to the store.

Motivation (M): The company builds a perfect incentive mechanism to give material rewards and promotion opportunities to employees who have performed well in personalized customization, online sales and display service optimization; Communicate the company's development vision and goals to employees, make employees realize the close relationship between their work and the company's development, and stimulate their enthusiasm and initiative.

Enthusiasm (E): The company attaches great importance to corporate culture construction, creating a positive and innovative work atmosphere through hosting jewelry design competitions, employee team-building activities, etc. In the display service team, the "Most Beautiful Service Star" selection is carried out to inspire employee's pursuit of service quality. The enthusiastic service of employees has also infected consumers, enhancing brand recognition and loyalty.

3.1.3 Successful Organizational Performance

Following multi-year strategic development, the jewelry company's bespoke customization segment has demonstrated a sustained growth trajectory, with revenue share expanding from 10% to 35% of total sales.

Digital channels now contribute 40% of total revenue, while immersive in-store experience zones have generated a 50% uplift in foot traffic. These initiatives have directly enhanced customer lifetime value, evidenced by a 25% increase in repeat purchase rates.

3.2 Case II

3.2.1 Corporate Background

B Technology Co., Ltd., as a specialized, refined, unique, and innovative enterprise in J Province, is a comprehensive engineering service provider integrating exhibition services, human-computer interaction, and system integration. The company enjoys high popularity in the province and stands out as a leading private technology enterprise. It also serves as a youth employment base in S city, a listed enterprise on the New Fourth Board, and a national high-tech enterprise.

3.2.2 Application of STAME Model

Strategy (S): The company has established a development strategy of "leading technology + scenario-based application". Firstly, it increases R&D investment in core human-computer interaction technologies, collaborates with universities and research institutions, and attracts top talents in the industry to ensure that its technological level remains leading in the industry. Secondly, it deeply explores human-computer interaction application scenarios in areas such as retail display and exhibition, and develops targeted products and solutions such as intelligent display interaction devices and VR virtual guide systems to meet the needs of customers in different industries.

Tenacity (T): In the process of technological research and development, the company has repeatedly encountered technical bottlenecks, and some research and development projects even faced the risk of failure. For example, when developing a new generation of intelligent display interaction devices, due to the need to balance stability and interaction experience, the technical difficulty exceeded expectations, resulting in an extended research and development cycle and increased costs. Faced with these difficulties, the company's management did not give up. They organized the research and development team to tackle technical challenges, adjusted the research and development plan, and ultimately successfully broke through the technical bottleneck.

Action (A): The company has established a strong R&D team, clarified the objectives and time nodes of each R&D project, and strengthened the management and supervision of the R&D process. It actively communicates and exchanges with customers in the retail and exhibition industries to understand their actual needs and adjust product design and solutions based on these needs. The company participates in various industry exhibitions, showcasing products such as intelligent exhibition interactive devices and VR equipment on site, promoting technology and services, and enhancing market influence. At the same time, it has established a professional implementation team to provide customers with installation, debugging, and post-maintenance services for exhibition interactive systems.

Motivation (M): The company provides a good working environment and development space for R&D personnel, establishes a special R&D reward fund, and offers high rewards to teams and individuals who achieve major breakthroughs in technological research and development. Regular technical training and academic exchange activities are organized to help R&D personnel improve their professional skills. For members of the implementation team, performance rewards are given based on project completion quality and customer satisfaction, in order to stimulate the team's innovation motivation and service awareness.

Enthusiasm (E): Most of the company's employees have a strong enthusiasm for human-computer interaction technology, are keen on exploring new technologies and developing new products and expect to promote industry development through technological innovation. The management actively encourages employee's enthusiasm for innovation, creates an open, inclusive, and innovative work atmosphere, supports employees to participate in industry technology forums and innovative design competitions, and employees fully utilize their creativity and imagination in their work, creating multiple human-computer interaction solutions that are widely praised by customers.

3.2.3 Successful Organizational Performance

The technology company has successfully developed multiple core human-computer interaction technologies with independent intellectual property rights, some of which have reached the international leading level. The intelligent display interaction device has been applied in many well-known retail brand stores and large-scale exhibition activities, while the VR virtual guide system has provided services for multiple museums and science and technology museums. The company's operating income has shown a significant year-on-year growth trend, making it one of the leading enterprises in the field of human-computer interaction.

3.3 Case III: H Corporation - STAME Practice in Diversified Businesses

3.3.1 Corporate Background

H Corporation was established in 2010, with its business scope covering multiple fields such as smartphones, smart hardware, IoT platforms, new retail and display services, and human-computer interaction technology research and development (such as intelligent voice assistants and smart home interaction systems). In the era of VUCA, the consumer electronics industry is experiencing rapid technological iteration and fierce market competition, while consumers demand for interactive experiences of smart products and offline shopping scenarios are constantly increasing. Against this backdrop, H Corporation faces multiple challenges such as balancing the development of diverse businesses, responding to technological competition, and optimizing user experience.

3.3.2 Application of STAME Model

Strategy (S): H Corporation has formulated a core strategy of "mobile phones \times AIoT", supplemented by a development strategy of "new retail + high-quality display services + empowerment through human-computer interaction technology". In terms of core business, starting with smartphones, it integrates AIoT products such as smart TVs and smart home devices to build an intelligent ecosystem. Offline, through H Group's Home stores, it creates standardized and immersive display services, exhibiting products such as mobile phones and smart hardware in a scene-based layout for consumers to experience. At the same time, it intensifies research and development in human-computer interaction technology, launching the H Group's voice assistant and smart home interaction system to enhance product interaction experience and strengthen ecological synergy effects.

Tenacity (T): In its development process, H Group has encountered numerous challenges. In the early days, the smartphone business faced difficulties such as supply chain shortages and dependence on others for core technologies. During the initial expansion of offline H Group's Home stores, there were challenges in implementing standardized display services, and some stores did not achieve expected customer traffic. In the research and development process of human-computer interaction technology, issues such as the semantic understanding accuracy of intelligent voice assistants and the stability of multi-device collaboration once restricted product experience. Faced with these difficulties, H adhered to its core strategy and broke through technological bottlenecks by investing in supply chain enterprises and independently developing chips. It optimized the display standards of H Group's Home stores, adjusted product layouts based on regional consumption characteristics, and continuously iterated the algorithms of H, enhancing the human-computer interaction experience and gradually overcoming development challenges.

Action (A): To implement the strategy, H has established a professional R&D team and continuously invested resources in areas such as mobile phone chips, AIoT technology, and human-computer interaction algorithms. It has also set up a H Home operation system, formulated unified display service standards covering product placement, lighting design, scene setup, and employee service processes, and regularly trained store employees.

Additionally, H has built an IoT platform to enable data interoperability and collaborative control among different smart devices. By linking the online H Mall with the offline H Home, H provides consumers with an omni-channel shopping experience while collecting user feedback for product and display service optimization.

Motivation (M): H has established a comprehensive incentive system, implementing equity incentives for core R&D personnel to encourage technological innovation. For employees at H Home stores, performance rewards and promotion opportunities are provided based on sales, customer satisfaction, and compliance with display and service standards. Internally, the company promotes a corporate culture of “everyone is a product manager”, encouraging employees to propose suggestions for product optimization and display improvement. Excellent suggestions that are adopted are rewarded, stimulating employees’ sense of participation and creativity. At the same time, the company’s mission of “enabling everyone around the world to enjoy a better life brought by technology” is clearly communicated, making employees feel the value of their work and enhancing their motivation.

Enthusiasm (E): The founder of H Group, and his core team are full of enthusiasm for the technology industry, and always emphasize the concept of “making friends with users and being the coolest company in users’ hearts”, which has infected all employees. The company regularly holds “H Group Festival” and “H Developer Conference”, inviting users and employees to participate together to strengthen employees’ sense of identity with the brand; In H Home Store, employees explain product functions and demonstrate human-computer interaction to consumers with enthusiasm, creating a relaxed and pleasant shopping atmosphere. The positive feedback from consumers further stimulated employees’ service enthusiasm and formed a virtuous circle.

3.3.3 Successful Organizational Performance

By 2024, H has achieved triple breakthroughs in business scale, industry status and ecological layout, and has become a leading enterprise in the field of “The Human-Vehicle-Home Ecosystem”. The specific results are as follows:

- 1) Simultaneous increase in both core business scale and industry position: The smartphone business has been ranked among the top three in the world for 18 consecutive quarters.
- 2) AIoT Ecosystem Benchmarking: By the end of 2024, H Group’s AIoT platform connected over 900 million IoT devices (excluding smartphones and tablets), a 22.3% year-on-year increase, solidifying its position as the world’s largest consumer IoT ecosystem.
- 3) The efficiency of new retail channels has been significantly improved: the number of offline retail stores in Chinese mainland is nearly 15,000.
- 4) Deep release of ecological synergy value: H Hyper OS has realized seamless connection and real-time collaboration of more than 2,100 kinds of smart devices through core technology innovation.

4. Case Comparison and Analysis

4.1 Comparison of Differences in the Application of STAME Model among Cases

4.1.1 Strategy (S) Dimension

Based on their respective industries and business attributes, the three case companies have formulated differentiated strategies. A Jewelry Company, as a traditional retail enterprise, focuses on “personalized customization + integration of online and offline + immersive exhibition”. Its core lies in meeting consumers’ personalized needs through the optimization of services and scenarios. B Technology Co., Ltd., in the field of human-computer interaction, is a technology-driven enterprise with “technological leadership + scenario-based application” as its core. It focuses on developing human-computer interaction products through technological innovation, empowering industries such as exhibitions and displays. H Group, as a diversified business enterprise, centers around “mobile phone × AIoT” and integrates “new retail + exhibition services + human-computer interaction technology”. It prioritizes enhancing user stickiness through ecological collaboration and omnichannel experience, with a broader strategic coverage and longer industrial chain.

4.1.2 Tenacity (T) dimension

When confronted with systemic challenges, the three enterprises exhibit distinct resilience frameworks. The A Jewelry Company, primarily addresses cost optimization and workforce adaptation during traditional business model transformation through strategic management reforms and operational efficiency enhancements. B Technology Co., Ltd. focuses on overcoming R&D bottlenecks via cross-functional problem-solving teams and iterative project recalibration. H Group, operating in the hyper-competitive consumer electronics sector, navigates multifaceted challenges spanning global supply chain coordination, cross-business unit integration, and

technological innovation. Its resilience manifests through integrated strategies: vertical resource consolidation, proprietary R&D pipelines, and standardized process optimization, reflecting a systemic capability to manage complexity across organizational dimensions.

4.1.3 Action (A) Dimension

From the perspective of Action implementation, A Jewelry Company, focuses on team building (customized research and development, online operation) and offline exhibition optimization, with actions centered on specific business links; B Technology Co., Ltd. takes the construction of the research and development team, customer demand docking, and exhibition promotion as the core, with actions revolving around technology research and development and market expansion; H Group has established a multi-dimensional action system encompassing research and development, operation, store management, platform building, etc.

4.1.4 Motivation (M) Dimension

In terms of motivation and inspiration, all three companies have designed incentive mechanisms tailored to their unique business characteristics. A Jewelry Company primarily focuses on performance incentives and vision communication, emphasizing the motivation of employees for the transformation of traditional businesses. B Technology Co., Ltd. places emphasis on encouraging research and development innovation, boosting R&D motivation through special funds and technical training. H Group has established a diversified incentive system that combines equity, performance, and innovative suggestion rewards, while relying on the company's mission to enhance employee value recognition.

4.1.5 Enthusiasm (E) Dimension

The way to cultivate enthusiasm varies with the attributes of different enterprises. A Jewelry Company, through activities such as design contests and service evaluations, stimulates employees' enthusiasm for innovation in traditional industries; B Technology Co., Ltd. relies on a technological exploration atmosphere and industry exchanges to ignite employees' passion for human-machine interaction technology; H Group, through brand culture (making friends with users), H Fan interactive activities, and mission transmission, deeply binds employee enthusiasm with brand value and user needs, extending the range of enthusiasm from internal employees to external users, forming a stronger emotional resonance.

4.2 Commonality and Individuality Analysis of STAME Models Impact on Organizational Success

4.2.1 Commonality Analysis

The STAME model's efficacy in driving organizational success reveals cross-case consistencies across the three enterprises.

1) Strategic (S):

Each organization established directional coherence through precision market segmentation and future-oriented positioning. The Jewelry Company capitalized on personalization trends through agile supply chain reconfiguration, H Group pursued technological convergence via its "Human-Vehicle-Home" ecosystem strategy, and B Technology prioritized R&D differentiation in niche manufacturing segments. These strategic choices demonstrate that success hinges on aligning organizational capabilities with emerging market inflection points.

2) Tenacity (T):

Navigating the VUCA paradigm required adaptive persistence. The Jewelry Company institutionalized iterative process optimization to mitigate transformation risks, B Technology embedded cross-functional problem-solving into its operational DNA, and H Group developed contingency frameworks for global supply chain volatility. These approaches reflect resilience as a systemic capability rather than reactive crisis management.

3) Action (A):

Strategic execution depended on three-dimensional activation:

Human capital: Cross-training programs at the Jewelry Company enabled workforce adaptability

Process engineering: H Group's standardized AIoT interoperability protocols ensured ecosystem scalability

Resource orchestration: B's targeted R&D funding allocation accelerated innovation cycles

This triadic activation framework transforms abstract strategies into measurable outcomes.

4) Motivation and Enthusiasm (M+E):

Organizational vitality emerged from synergistic incentive structures and cultural engineering:

H Group's "H Fan" community co-creation model transformed users into brand advocates

B's technical ladder system linked individual contributions to organizational milestones

The Jewelry Company's experiential retail environment cultivated emotional engagement among both customers and frontline staff

These mechanisms demonstrate that sustainable motivation requires both structural Motivation (M) and affective Enthusiasm (E).

4.2.2 Personality Analysis

Influenced by industry attributes and business scale, the impact of the STAME model on organizational success varies from one organization to another. For traditional enterprises like a jewelry company, the core value of the model lies in promoting the transformation from "traditional business + new services (exhibition, customization)". Through strategic adjustment and optimization, it helps enterprises integrate new elements into their traditional business, break through growth bottlenecks, and achieve a transition from "traditional sales" to "experiential services", thereby reshaping their advantages in market competition. For innovation-driven organizations like a technology company, the focus of the STAME model is centered on technological research and development. Through technological leadership positioning in strategy, tenacious quality support for R&D breakthroughs, and technology transformation and market promotion in action, it converts technological advantages into product competitiveness, helping enterprises seize opportunities in rapidly evolving technology industries and become technological benchmarks in their fields.

4.3 Adaptability Analysis of STAME Model in Different Industry Environments

In the era of VUCA, the environmental characteristics of different industries vary significantly. The STAME model demonstrates good adaptability, but it needs to be flexibly adjusted in combination with industry-specific characteristics.

For traditional retail industries such as the jewelry industry, the environmental characteristics are characterized by a shift in consumer demand from "product purchase" to "emotional experience", with fierce market competition and severe homogenization. The key points of adapting the STAME model to such industries focus on "service innovation" and "experience upgrade" at the strategic level, such as the immersive display and personalized customization models adopted by the jewelry company in the case study. The Tenacity element requires a focus on cost control and employee adaptation challenges during the transformation period. Actions should revolve around optimizing offline scenarios and building online channels. The stimulation of motivation and enthusiasm needs to be combined with the improvement of service quality and the achievement of customer satisfaction. This can be achieved through service incentives, design innovation, and other means, encouraging employees to convey their enthusiasm to consumers, in line with the industry's attribute of "emotional-driven consumption."

In the technology industry within the field of human-computer interaction, the core characteristics of its environment are manifested as rapid technological iteration, high R&D risks, and strong uncertainty in market demand. The key to adapting the STAME model in this industry lies in the strategic aspects of "technology positioning" and "scenario implementation". It is necessary to ensure technological leadership while avoiding disconnection between technology and market demand. The tenacity element needs to focus on supporting the breakthrough of technological bottlenecks in the R&D process, tolerating R&D failures, and achieving rapid adjustments. Action needs to strengthen the closed loop of "R&D - transformation - promotion" to accelerate the process of technology moving from the laboratory to the market. The Motivation element needs to focus on innovative incentives for R&D personnel, while Enthusiasm creation should revolve around technological exploration and industry breakthroughs, in order to align with the essence of "technology-driven development" in this industry.

5. Implementation and Suggestions

5.1 Implementation Strategies for the STAME Model Tailored to Different Types of Organizations

5.1.1 Traditional Industry Organizations (with Jewelry Enterprises as a Reference)

When applying the STAME model in traditional industries, the core objective should be "transformation and innovation". In terms of Strategy (S) formulation, it is necessary to combine industry characteristics and focus on the integration of "traditional business + new services". For example, in traditional retail enterprises, the model of "offline experience + online convenience" can be explored. In addition to immersive exhibitions in the jewelry industry, industries such as clothing and home furnishing can create scenario-based shopping spaces to enhance consumer experience through scene creation. At the same time, it is necessary to conduct in-depth research on the

changing needs of target customers to avoid blind innovation. In terms of Tenacity (T) cultivation, management needs to establish a long-term transformation awareness. Facing the cost pressure and employee resistance in the early stages of transformation, risks can be reduced through phased promotion and the establishment of transformation pilots, gradually enabling employees and the market to accept the new model. When implementing Action (A), priority should be given to building a core team. For example, traditional enterprises can form an “innovative service team” responsible for the design and implementation of new service models, while strengthening employee training to enhance their adaptability to the new model, such as special training for exhibition service teams in jewelry enterprises. In terms of Motivation (M) stimulation, an incentive mechanism linked to transformation goals should be established, incorporating employee’s performance in promoting new services and enhancing customer experience into assessments, and providing material and spiritual rewards. In terms of enthusiasm (E) creation, through corporate culture promotion, employees should understand the significance of transformation for both the enterprise and individuals. Organize business-related innovative activities, such as “clothing design competitions” for clothing enterprises, to stimulate employee’s enthusiasm for innovation and service awareness.

5.1.2 Innovation-driven Technology Organizations (with Enterprises in the Field of Human-computer Interaction as a Reference)

Such organizations should apply the STAME model centered around the dual-driven approach of “technological breakthrough and market transformation”. Strategy (S) formulation needs to balance technological leadership and market demand, avoiding falling into “entertaining oneself with technology”. This can be achieved through deep cooperation with industry customers to explore real application scenarios. For example, human-machine interaction enterprises can collaborate with retail brands to establish a “smart interaction laboratory” to ensure that technology research and development directions align with market demands. At the same time, pay attention to industry technology trends and plan ahead for forward-looking technologies. In terms of Tenacity (T) cultivation, establish a “fault-tolerant” R&D culture that allows for phased failures during the R&D process, providing the R&D team with sufficient time and resource support to help the team learn from failures. For example, establish a “R&D review mechanism” to analyze the reasons for technical bottlenecks and adjust plans. When implementing Actions (A), strengthen the collaboration between R&D and marketing departments, establish a “R&D-marketing” rapid response channel, and enable timely guidance from market feedback for R&D adjustments. At the same time, actively participate in industry exhibitions and technology forums to showcase technological achievements and accelerate the speed of technology transformation. In terms of Motivation (M) stimulation, we set up a special R&D reward fund to provide high rewards to teams that achieve technological breakthroughs and promote product implementation, while providing clear career development paths for R&D personnel, such as a “technical expert” promotion channel. In terms of Enthusiasm (E) creation, form an open atmosphere for technical exchanges, invite industry experts to share cutting-edge technologies, support employees to participate in technology innovation competitions, and allow employees to gain a sense of achievement and belonging through technological exploration.

5.1.3 Large Diversified Business Organization (Taking H Group as a Reference)

The key to applying the STAME model in diversified business organizations lies in “collaborative efficiency and ecological integration”. The formulation of Strategy (S) requires clarifying the relationship between core business and collaborative business to avoid resource dispersion. For example, H Group takes mobile phones as the core and integrates AIoT business. Other diversified business organizations can learn from the logic of “core business empowering collaborative business” to determine the positioning and division of labor among various business segments. At the same time, regularly assess the collaborative effects of each business segment and adjust strategies in a timely manner. In terms of Tenacity (T) cultivation, establish a cross-departmental collaboration mechanism. Facing contradictions and difficulties in multi-business collaboration, such as supply chain allocation and resource competition, coordinate and solve them through high-level planning, cross-departmental meetings, etc., to ensure that the overall strategy remains undeviated. When implementing Action (A), build a unified operation management platform to achieve data interconnection and resource sharing among various business segments.

5.2 General suggestions for the application of STAME model in the era of VUCA

5.2.1 Dynamically Adjust Strategies to Adapt to Environmental Changes

The market environment in the VUCA era is unpredictable, and organizations need to build a dynamic adjustment mechanism of Strategy when applying STAME model. Conduct market research on a regular basis to analyze the development trend of the industry, the dynamics of competitors and changes in consumer demand, such as

conducting a quarterly market environment assessment; According to the evaluation results, optimize the strategic direction in time to avoid strategic rigidity. For example, when there is a new technological change in an industry, the organization needs to evaluate the impact of technology on the business, adjust the technology layout or service model in the strategy, and ensure that the strategy always meets the market changes.

5.2.2 Strengthen the Tough Quality and Enhance the Ability to Resist Risks

Organizations should integrate tough quality into corporate culture construction and convey the concept of perseverance in the face of difficulties to employees through case sharing and training courses. Establish a risk early warning mechanism, identify potential risks in business development in advance, such as supply chain risks and technology research and development risks, and formulate emergency plans, so as to respond quickly and effectively when risks occur and reduce losses. At the same time, employees are encouraged to take the initiative to meet challenges in their work, regard the experience of overcoming difficulties as growth opportunities, and gradually improve the overall anti-risk ability of the organization.

5.2.3 Optimize Actions and Improve Execution Efficiency

Action is the key to the implementation of STAME model, and organizations need to clarify the responsible subjects and time nodes of each link to prevent action from becoming a mere formality. Establish an action tracking mechanism, monitor the progress of actions through project management tools and regular reports, and find and solve problems in the implementation process in time; Simplify internal processes, reduce unnecessary approval links, and improve the efficiency of action execution. For example, in the R&D of new products, the responsibilities of R&D team, marketing team and production team are clearly defined, and the completion time of each stage is set to ensure the efficient promotion of R&D, testing, production and promotion.

5.2.4 Accurately Stimulate Motivation and Match the Needs of Employees

The needs of different employees are various, so organizations need to understand the needs of employees in depth, such as through questionnaires and one-on-one communication, to grasp the demands of employees in terms of salary and benefits, career development, working environment, etc. Formulate differentiated incentive schemes according to the needs, such as providing training and promotion opportunities for employees who pursue career development, and designing performance reward mechanisms for employees who pay attention to material returns. At the same time, establish a fair and just assessment system to ensure the transparency and rationality of the incentive mechanism, so that employees can feel the equivalence of pay and return, thus continuously stimulating work motivation.

5.2.5 Create a Warm Atmosphere and Enhance Organizational Cohesion.

Organizations can create a positive working atmosphere by carrying out a variety of cultural activities, such as group building activities, festival celebrations, innovation sharing meetings, etc. Pay attention to employees' emotional needs and establish employee care mechanism, such as regular communication with employees, understand the difficulties in employees' work and life, and provide necessary support; Let employees participate in organizational decision-making, such as inviting employees to participate in business strategy discussion, corporate culture construction, etc., to enhance employees' sense of belonging and participation, and then stimulate employees' enthusiasm for work and enhance organizational cohesion.

6. Conclusion

6.1 Research Summary

This study, set in the era of VUCA, explores the impact of the STAME new research model on organizational success. Utilizing literature research, case analysis, and comparative analysis, it delves into the connotation, theoretical foundation, and practical applications of the STAME model (Strategy-S, Tenacity-T, Action-A, Motivation-M, Enthusiasm-E) across various organizational domains. The following key conclusions are drawn:

First of all, the five elements of STAME model are interrelated and synergistic and jointly promote organizational success. Strategy points out the direction for organizational development and is a prerequisite for success; Tenacity helps organizations overcome difficulties, which is an important guarantee for breaking through difficulties; It is the key link for the model to land that the strategy is transformed into actual results by action; Motivation and Enthusiasm stimulate the emotion and creativity of employees, which is the source of organizational vitality. Five elements are indispensable, forming a complete support system for organizational success.

Secondly, STAME model presents different application logic and value in different types of organizations. In traditional industry organizations, the model helps enterprises to realize the transformation of "traditional business+new service"; In the innovation-driven science and technology organization, the model takes technology

research and development as the core, and promotes the transformation of technological advantages into product competitiveness; In multi-business large-scale organizations, the model cooperates with multi-business sectors to achieve ecological development. At the same time, the model has good adaptability in different industry environments. By adjusting the focus of each element in combination with industry characteristics, it can effectively adapt to the development needs of the industry.

Finally, through the analysis of three case enterprises, it is found that the organizations applying the STAME model have achieved remarkable results in the market competition, such as the transformation and upgrading of jewelry companies, the establishment of diversified business ecology by technology enterprises and H Group, which fully proves the positive impact of the STAME model on the success of the organizations.

6.2 Research Limitations and Prospects

6.2.1 Research Limitations

Although this study has conducted an in-depth exploration of the relationship between the STAME model and organizational success, there are still certain limitations. In terms of case selection, this study only selected three cases: jewelry companies, technology companies in the human-machine interaction field, and H Group. The sample size is limited and does not cover all industry types, such as the financial industry, medical services, and small and medium-sized enterprises in the manufacturing industry. This may affect the universality of the research conclusions to some extent. In terms of research methods, this study mainly adopts case analysis and comparative analysis, lacking quantitative research. For example, the impact of each element of the STAME model on organizational success has not been statistically analyzed through data, making it difficult to more accurately quantify the effect of the model.

6.2.2 Prospects

Future research can be further expanded in the following directions: Firstly, expand the scope of case selection by choosing more organizations from different industries and scales as research cases, such as catering enterprises in the service industry and small and medium-sized enterprises in the manufacturing industry. In-depth analysis of the application differences of the STAME model in various types of organizations can enhance the universality of research conclusions.

Secondly, introduce quantitative research methods, design evaluation indicators for each element of the STAME model, and design metrics for measuring organizational success. Through semi-structured interviews, questionnaire surveys, and data collection involving 50 elites from various industries (including corporate innovators, academic leaders, and artists) nationwide, statistical analysis can be conducted on the correlation and impact of each element on organizational success, providing a more precise quantitative basis for the application of the model.

Thirdly, explore the combined application of STAME model with other management theories, such as digital transformation theory and sustainable development theory, study the role of this model in the process of digital transformation and sustainable development of organizations, further enrich the theoretical system and application scenarios of STAME model, and provide more comprehensive guidance for organizations to achieve long-term success in the VUCA era.

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