

Analysis and Countermeasures of strategic management factors of small and medium sized enterprises in the new era

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Abstract: with the rapid development of economy and society, the country is moving towards the direction of science and technology and modernization, and the competitiveness of the enterprise market is gradually increasing, which also puts forward higher requirements for the survival and development of small and medium-sized enterprises in the market. Based on this, this paper analyzes and studies the factors and Countermeasures of strategic management of small and medium-sized enterprises in the new period, expounds the definition of strategic management of enterprises and small and medium-sized enterprises in China, puts forward the significance of implementing strategic management of small and medium-sized enterprises, analyzes the problems existing in the strategic management of small and medium-sized enterprises, and puts forward the Countermeasures of strategic management of small and medium-sized enterprises for reference.

Key words: new era; Small and medium-sized enterprises; strategic management

preface

Small and medium-sized enterprises play an important role in China's economic development. They can better solve China's current employment problem and promote the development of the country. With the development of market economy, China's current consumption demand structure has been adjusted and changed, people's purchasing power has been improved as a whole, the demand level has been enriched, and the convergence demand is more personalized. Therefore, small and medium-sized enterprises should combine the current market development direction, and only better grasp the opportunity can they embark on their own characteristic development path.

1. Summary of enterprise strategic management

Enterprise strategic management is to adjust the human and material resources of the enterprise through prediction, analysis and planning at the macro level, so as to achieve the purpose of optimizing management and achieve the expected economic benefits. Enterprises account for the whole process of strategic design, selection, control and implementation of managers. Strategic people management involves the overall and long-term major issues such as the business direction, product project development, market development and mechanism construction, and scientific and technological development of enterprises .

In strategic management, small and medium-sized enterprises should follow the following principles: first, follow the principle of integrity. Regarding an enterprise as a whole and optimizing the process of enterprise management, we cannot simply emphasize a certain organizational unit. Second, follow the long-term principle. The strategic management of an enterprise is generally a long-term plan, which usually takes more than three years, or even five to ten years. Third, follow the principle of authority. Strategic management should pay attention to the leading role of leaders. Leaders should formulate the enterprise system in advance and manage according to the principle of system, so as to ensure the scientific nature of the system. Fourth, follow the principle of environmental adaptability. Enterprise strategic management should pay attention to the coordination between the enterprise and its environment. Its purpose is to make the enterprise adapt to the external environment and form an open organizational structure .

2. Definition of small and medium sized enterprises in China

In general, the qualitative standard should include three elements: whether it has independent ownership, whether it has independent operation right, and whether it has a small market share . China's small and medium-sized enterprises should be judged according to several standards: first, the number of employees. The nature of the judgment of small and medium-sized enterprises in various countries is different. Whether an enterprise conforms to the characteristics of small and medium-sized enterprises in foreign countries can be integrated from the number of employees and statistical quantity. The second is the sales of enterprises. Small and medium-sized enterprises are quite different from large enterprises. The products they produce will bring different degrees of profits to enterprises. Therefore, the scale and industry position of an enterprise can be judged from the sales volume. The sales dynamics of different enterprises are also different, and the sales statistics formed are also different. The analysis according to the statistical standards can reflect the financial resources and scale of the enterprise. Third, annual settlement income. In the annual settlement of an enterprise, the size and size of the enterprise can be adjusted and changed. The annual financial revenue of the enterprise can fully reflect the size of the enterprise and the overall situation of the enterprise. Fourth, the total assets of the enterprise. It refers to all assets owned by the enterprise, including current assets, fixed assets and long-term investment assets, which can be expressed in the form of balance sheet. Fifth, market share. Judging the market share of the enterprise, we can analyze the key issues .

3. The significance of implementing strategic management in small and medium sized enterprises

Strategic management is a long-term or short-term development strategic plan formulated by an enterprise according to its own actual situation and the development situation of the market economy, so as to ensure the effective development of the enterprise's strategic work. The enterprise strategy should have the following characteristics: adaptability, flexibility and dynamic, and scientifically adjust the strategic planning. Among them, for small and medium-sized enterprises, the timely implementation of strategic management has the following significance:

First, enhance the market competitiveness of enterprises. Under the background of the increasing market competitiveness of enterprises, there has been an oversupply in the market. In the face of this phenomenon, the competitive advantage of small and medium-sized enterprises has gradually declined. Therefore, small and medium-sized enterprises should not only consider their own situation, but also think about how to carry out continuous reform to achieve the expected goal. At present, enterprises have the consciousness of market planning, and need to formulate scientific and reasonable strategic policies, so as to enhance their core competitiveness, clarify their advantages in the industry market, and better highlight their strong competitiveness .

Secondly, in order to facilitate the scientific management of enterprises. Strategic management is the basic premise for small and medium-sized enterprises to carry out scientific management. Enterprises should formulate strategic planning according to their own characteristics, which helps to avoid blind phenomenon in the development process of enterprises. The implementation of scientific management can help enterprises reduce market risks and better tide over difficulties. In addition, the implementation of strategic management is also conducive to changing the investment direction of enterprises, avoiding the problem of blind investment, expanding the overall business scale of enterprises and moving towards the development stage of large enterprises.

Finally, it is conducive to the development and innovation of small and medium-sized enterprises. Innovation is the driving force for the development of an enterprise. Under the background of fierce market competition, if small and medium-sized enterprises want to win good development opportunities, they should also establish scientific and reasonable strategic ideas, integrate financial, material and human resources, formulate practical strategic plans, innovate product manufacturing plans, and find more breakthrough paths for technological innovation and production and operation of enterprises, Provide strategic support for enterprise innovation .

4. Problems in strategic management of small and medium sized enterprises

First of all, some small and medium-sized enterprises have insufficient understanding of strategic management. With the increasingly fierce market competition, small and medium-sized enterprises have put more energy into the marketing and product production stage, and their attention in strategic management is not high. Therefore, many small and medium-sized enterprises' strategic management will not be paid attention to, and it is difficult to play a good effect in the actual business process. At present, the comprehensive quality of the managers of the vast majority of small and medium-sized enterprises is not high, they lack in-depth understanding of strategic management, and the formulation of strategic policies is negative, which also makes them have problems in the process of operation and management .

Secondly, the effectiveness of the strategic management plan is not strong. Strategic management planning is a plan formulated by enterprises according to the market development trend, which has profound practicality. However, at present, many small and medium-sized enterprises have many problems in planning and management, which leads to many deficiencies in the strategic plan, which can not meet the current development needs of municipal enterprises, nor provide guarantee for the strategic management services of enterprises. Therefore, enterprises should pay more attention to strategic management planning.

Finally, there is a lack of professional strategic management talents. For all small and medium-sized enterprises, human resources play an important role that can not be ignored. It is a department with decision-making significance in the strategic management of enterprises. At present, many small and medium-sized enterprises are still lack of execution in the process of strategic management, which makes it difficult for enterprises' strategies to play effectively. At present, the lack of human resources ignores the cultivation of excellent management talents, resulting in the poor effect of strategic management, which makes it difficult to effectively achieve the strategic objectives of the enterprise .

5. Strategic Management Countermeasures of small and medium sized enterprises

With the development of market economy, China's current consumption demand structure has been adjusted and changed, people's purchasing power has been improved as a whole, the demand level has been enriched, and the convergence demand is more personalized.

5.1 Improve the awareness of enterprise strategic management

At present, the strategic management of small and medium-sized enterprises reflects the level of overall strategic management, and good external conditions of enterprises play a key role in the development of enterprises. Therefore, enterprises should formulate a scientific development model, and find a model that conforms to their own strategic management development level through long-term practice. Among them, enterprises should make strategic decisions based on their own long-term development in combination with the current market development, so as to fully reflect their own advantages. Moreover, enterprises should analyze from the perspective of senior managers, clarify the basic consciousness of strategic management, change their traditional management concepts, and break through the

problems encountered in the operation and development of enterprises . In addition, enterprises need to strengthen innovation guidance and organization, establish standardized internal management standards, improve the quality level of enterprise managers through regular training and guidance, give full play to resource advantages, adjust the strategic management structure based on market development, and improve the overall ability of enterprise strategic management planning .

5.2 Construction of production and operation strategy

During the selection of production products, enterprises shall formulate reasonable production and operation strategies in combination with the development of the industry and the actual characteristics. The scale of small and medium-sized enterprises is relatively limited. Only by making a good judgment on the overall market, can they scientifically select the positioning of products, make a scientific and reasonable plan based on their own advantages and characteristics, and determine the characteristics of products. If an enterprise can concentrate its own advantages and effectively coordinate various conditions, it can achieve its strategic objectives. In general, the adoption of professional business strategies helps to shorten the production cycle of enterprises' products, improve the aggregation of market products and enhance the stability of enterprises' strategic objectives. When enterprises have a certain foundation for stable demand, the subsequent capital accumulation will become more in line with development, and the advantages of small and medium-sized enterprises can also be better played, so as to quickly occupy the entire sales market .

5.3 Strengthen the whole supervision process

In the process of implementing strategic management, SMEs generally have development problems and lack the necessary program implementation. Therefore, small and medium-sized enterprises should strengthen the implementation of strategic management decisions and improve the overall management quality. On the one hand, enterprises should organize and carry out special strategic management departments to strictly control the work of each department of the enterprise and avoid slack work in other departments . On the other hand, enterprises should regularly adjust the implementation of assessment strategic management, formulate reward and punishment mechanism, and reward the performance of the whole department in combination with the implementation of assessment. Only by punishing the departments with poor implementation effect can the quality and level of strategic management of the whole department be improved.

5.4 Develop joint business strategy

The strength of small and medium-sized enterprises is weak, and the technical level is relatively poor, so it is difficult to form a large-scale development model of large enterprises, and enterprises cannot formulate cooperation strategies according to the current scale and market advantages. In this regard, enterprises should file a case and carry out business strategies to realize the equality and mutual benefit of small and medium-sized enterprises, ensure that enterprises can learn from each other, jointly develop the market, create market brands with certain scale advantages, and realize the common survival and development of small and medium-sized enterprises. The joint operation strategy includes loose type and tight type. Loose type refers to the combination of enterprises limited to production cooperation and specialized division of labor, and there is no close relationship between personnel, capital and technology. The tight type refers to the production cooperation between small and medium-sized enterprises, or between small and medium-sized enterprises and large enterprises. This joint approach helps enterprises form a close relationship and enhance the core competitiveness of the market .

5.5 Develop characteristic business strategy

The small scale of small and medium-sized enterprises generally can not meet the requirements of large-scale operation, and it is difficult to compare with large enterprises in terms of technology, cost and quality. In order to achieve a certain position in the market, enterprises need to use its characteristics of being close to the market and easy to approach customers, adopt characteristic business strategies, highlight the characteristics of industrial services to attract more customers, and launch design structures with high costs, including design development and high-grade raw material resources. Therefore, in the process of implementation, small and medium-sized enterprises should combine their own business characteristics and coordinate the structural relationship between characteristics and cost, which is also the key factor to achieve strategic success.

5.6 Seeking market gap strategy

Small and medium-sized enterprises have the advantages of small scale and flexible management. In this regard, small and medium-sized enterprises can flexibly and conveniently find various market gaps and adjust their strategic plans. Small and medium-sized enterprises have the characteristics that large enterprises do not have. They can seek business opportunities in the market gap ignored by large companies, and open up a specialized direction in line with the market development. In addition, SMEs can also use flexible mechanisms to seek new development space, so as to better occupy the market, win more users and avoid competition with large enterprises. When small and medium-sized enterprises adopt the market gap strategy to develop the market area, they should quickly, accurately and timely analyze and replenish the market information, and scientifically choose the right choice of market entry and exit .

epilogue

To sum up, strategic management is the key factor to determine the long-term development of enterprises. For small and medium-sized enterprises, if they want to improve their market competitiveness, they need to formulate scientific and reasonable management strategies according to their own development needs, so as to optimize the internal management level. As the management of small and medium-sized enterprises, we should improve the awareness of strategic management, adjust the direction and level of strategic management, and achieve the strategic objectives faster and better, which will help to point out the direction for the development of enterprises.

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