

Research on Enterprise Purchasing Management Strategy Based on Supply Chain

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Abstract: In the whole link of enterprise operation and development, the purchase of products is an important link of enterprise development and operation. In order to establish the advantages of various large, small and medium-sized enterprises in product procurement, in the process of enterprise development, the supply chain of great importance to large, small and medium-sized enterprises gradually emerged. The emergence of supply chain is accompanied by the innovation of the enterprise product purchasing management mode. This paper takes Harbin Electric Group as an example to analyze the current situation of enterprise procurement management under the development of supply chain, and puts forward some effective strategies for the current enterprise procurement management, hoping to promote the further development of enterprises.

Keywords: Supply Chain; Enterprises; Management Method

Introduction

In recent years, with the rapid development of market economy, all kinds of large and small enterprises also develop. In the market economy competition is more and more fierce now, it is necessary to carry on the further innovation of the enterprise product procurement management mode, in order to further enhance the profit space of the enterprise. Taking the upgrading of procurement supply chain management of Heilongjiang Harbin Electric Power Group as an example, the problems existing in the current supply chain management system process of Harbin electric Power Group were obtained by visiting relevant purchasing personnel of Harbin Electric Power Group, and the optimization management of procurement supply chain was conducted according to the specific problems. Taking the optimal management of Heilongjiang Harbin Electric Power Group as an example, it is helpful for the further development of all kinds of large, medium and small enterprises to refer to the successful case of Harbin Electric Power.

1. The specific concept of supply chain

The development and management of supply chain are mainly adjusted according to the specific development situation of various large, small and medium-sized enterprises. The main way to form a supply chain is to integrate external effective information and funds into product procurement and finished products, so as to form a complete product sales chain. In the formation of supply chain, the most important is manufacturers, suppliers, distributors, retailers and other subjects. After the whole refinement of these subjects, a complete supply chain operation and development system will be built. All kinds of large, small and medium-sized enterprises will carry out overall product management through this supply chain system, and on the basis of promoting their own product sales, they can achieve the purpose of profit and value-added products. For many large, small and medium-sized enterprises, supply chain management plays a very important role in the development of enterprises, so as to ensure that enterprises can obtain the highest economic benefits in the process of product sales. In the process of supply chain management, the material flow and capital flow of enterprises are directly related to the operation and development of enterprises. The whole supply chain from the purchase of products to supply to flow to the customer. It is important that each part of these processes function properly with each other and meet the specific needs of the customer. This also requires to provide each customer with better product service and quality management as far

as possible within the specific time and scope of product sales, on the basis of meeting the requirements of product quality and quantity.
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2. Current situation of enterprise procurement management under supply chain

2.1 Unclear goal of product purchase

In the product procurement stage, all kinds of large, small and medium-sized enterprises can not work out a clear plan to meet the overall product procurement needs for different nature of procurement needs, products with different needs and different types of suppliers. Without a clear purchasing plan, it is impossible to purchase materials to meet production needs in the shortest possible speed. In addition, all kinds of large and small enterprises of purchasing materials personnel generally lack the corresponding professional knowledge and technology, can not promote the good development of enterprises.

2.2 The enterprise procurement management system is not perfect

All kinds of large, small and medium-sized enterprises have not established a perfect procurement system, a clear procurement approval system and a lack of corresponding procurement product supervision mechanism. Therefore, all kinds of large, small and medium-sized enterprises in the procurement work often appear high procurement costs, management costs exceed the standard, product demand specifications are not clear, goods delivery cycle is too long and other problems.

2.3 The material procurement cost of enterprises is high

The cost control consciousness of all kinds of large and small enterprises is weak, and the cost of purchasing products is high. Many large, small and medium-sized enterprises can not get centralized procurement information, information error rate is high; The whole process of purchasing goods is too tedious, and the efficiency of purchasing goods is low. The most serious is that the opaque procurement process leads to a large amount of profit loss in product procurement. These reasons are all kinds of large, small and medium-sized enterprises high procurement costs influencing factors.

2.4 Problems exist in the management of product suppliers

There are serious problems in supplier management, supplier evaluation and monthly performance appraisal of all kinds of large and small enterprises. Many small and medium-sized enterprises have not set up a comprehensive supplier evaluation system, resulting in the failure to quickly and scientifically select the best supplier. Moreover, in the process of product procurement, the communication between all kinds of large, small and medium-sized enterprises and suppliers is limited to urging the goods and payment for goods, without further understanding of the production process and progress of suppliers.

3. Optimize the specific strategies of enterprise procurement management under the supply chain

3.1 Strengthen the purchasing function

To strengthen procurement management, we should first start from the supply chain and the actual development situation of the enterprise, establish a scientific and reasonable organization structure for purchasing products, and make full use of the Internet to find suppliers around the world. After a lot of comparison, suppliers with high product quality and low price are selected, which can reduce the procurement cost of enterprises while comprehensively improving product quality, thus improving the economic benefits of enterprises.

To strengthen purchasing management, we should further optimize the purchasing concept and model of enterprises. All kinds of large and small enterprises should adhere to the first principle of economic benefit and flexibly introduce various modern purchasing management modes. For example, all kinds of large, small and medium-sized enterprises can build their own procurement system platform and use professional supply chain procurement platform to ensure the smooth progress of various procurement work of enterprises. Harbin Electric Group mainly focuses on the production of Harbin Electric Group, but also allows other departments within the group to participate in the formation of internal exclusive procurement supply chain.

3.2 Scientific management of enterprise suppliers

From the perspective of supply chain, enterprises and suppliers are in the same chain, and it is a win-win situation between enterprises and suppliers. Enterprises and suppliers should keep close contact. As long as they can form an interdependent relationship, their own production and operation can be guaranteed. This can ensure the normal operation of enterprises and reduce the risks of the supply chain. At the same time, if the enterprise and the supplier form a close cooperative relationship. In this way, it is helpful to effectively improve the procurement quality of enterprises, optimize the procurement process, find the correct price positioning, and improve the operation efficiency. Enterprises must also strengthen the selection and management of suppliers, and evaluate the reputation, performance, ability and reputation of suppliers in many aspects. Harbin Electric Group on the one hand to enhance their own development ability and strength. On the other hand, we will also strengthen the cooperation with supply chain partners on the relevant supply chain rules and seek better development together.

3.3 Enterprises should increase the informationization construction

Enterprises must strengthen the construction of information procurement management system, improve the degree of information sharing, make full use of information technology to integrate the supply chain procurement information, so as to provide comprehensive information support for enterprises to strengthen procurement management. Strengthening the construction of information-based procurement management system is not only an important basis for carrying out supply chain based procurement management, but also an important premise for enterprises to reasonably arrange production activities.

3.4 Further improve the position literacy and comprehensive level of purchasing personnel

Enterprises should strengthen the learning and training of procurement personnel, organize procurement personnel to participate in the learning and training activities in procurement management and supply chain management on a regular basis. While strengthening the cultivation of theoretical knowledge, enterprises should pay attention to the practical ability training of procurement personnel, effectively improve the post quality and comprehensive level of procurement personnel, and build a multi-ability and all-round procurement team. To better meet the needs of enterprise development.

Enterprises also need to introduce in time high comprehensive quality, professional ability of compound procurement personnel. Enterprises should fully realize the importance of talents and attract high-level and high-quality talents to join by providing high salary, stable welfare, smooth promotion channels, etc. Harbin Electric Group regularly optimizes and screens expert resources and conducts regular professional training, in order to further improve the overall quality of Harbin electric experts.

Conclusion

The further development of enterprise supply chain needs to rely on scientific and effective enterprise procurement management mode to carry out. This paper takes Heilongjiang Harbin Electric Group as an example to analyze the current situation of enterprise procurement management under the development of supply chain, and puts forward some effective strategies for the current enterprise procurement management.

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