

Research on Strategic Management Optimization of Small-medium Enterprises in Machinery and Equipment Industry

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Abstract: With the development of information and technology, Chinese small-medium enterprises are facing the fate of transformation and upgrading. Only through transformation and upgrading can enterprises have a larger living space. Therefore, it is necessary to discuss the strategic management of small-medium enterprises in the information age. This paper introduces the relevant concepts of strategic management of small-medium enterprises, takes manufacturing industry as an example, points out the present situation of small-medium enterprises, and puts forward the strategies and methods of strategic management of small-medium enterprises.

Keywords: Small-medium enterprises; Strategic management; Transformation and upgrading

1. Introduction

Since China promulgated the “Made in China 2025” strategy in 2015, China’s machinery and equipment manufacturing enterprises have begun to lay out scientific and technological production and manufacturing upgrade plans. Artificial intelligence manufacturing will be the main force of manufacturing in the future. These manufacturing enterprises began to invest a lot of money in research and development of intelligent production systems so as to upgrade enterprise technology, intelligent production transformation. Among manufacturing enterprises, large enterprises have the ability to upgrade themselves and transform themselves, but small-medium manufacturing enterprises, which are dozens of times more than large enterprises, have not been able to catch up. The manufacturing process of these small-medium manufacturing enterprises is backward, and the application of scientific and technological and intelligent production methods is superficial. In this case of low production efficiency, large manufacturing enterprises are reforming in scientific and technological transformation and intelligent production, so “Made in China 2025” brings greater survival problems to these small-medium manufacturing enterprises. So these small-medium enterprises must also transform and upgrade.

2. Definition and Function of Strategy

Strategy has its roots in the ancient term of war, which refers to the planning, tactics, and equipment and use of war materials by generals. Therefore, in war, there arose the science of tactics, which regarded “the analysis of the essential object of the whole situation of the campaign” as the substantive thing. [1]

Enterprise strategic management is a comprehensive plan that enterprises are expected to survive and work hard for a long time in the management atmosphere of intense change and cruel competition. It is the aggregation of enterprise tactical consciousness and the objective principle of enterprise management. In detail, strategic management of enterprises is to establish the relationship between enterprises and society, determine the scope of governance, development goals and competitive strategies of enterprises, properly allocate and organize enterprises and allocate all materials of enterprises under the premise of ensuring the achievement of enterprise objectives and making use of certain opportunities occurring in society as much as possible and creating new opportunities. It can improve the strength of enterprises in the fierce competition.

3. Current Situation and Problems of Strategic Management of Small-medium Enterprises

3.1 Single Marketing Mode of Mainstream product

There is a common problem in small-medium enterprises that the products sold are relatively early mainstream mechanical equipment products in the market. Because of limited funds, there are not too many new products to be developed and put into the market, and the products are generally relatively single. Therefore, the marketing method of enterprises is also very single, which is dependent on the needs of the country in infrastructure construction. However, with the country's

reduction in infrastructure construction and the saturation of equipment, enterprises are facing a situation of low market share and reduced sales [2].

3.2 Neglects the Setting of Brand Marketing Strategy

Since small-medium enterprises are mainly agents and branded international machinery and equipment products, they invest too much resources in the promotion of these products, but in the construction of their own brand, invest less resources, brand publicity is not strong, there is no system to operate their own brand, and they have not established their own brand image. This is the short-sighted behavior of small-medium enterprises in brand marketing strategy.

3.3 Lack of Detailed Segmentation of Customer Groups

As the demand of the market changes day by day, small-medium enterprises generally fail to adapt to the needs of the market. In the product, the type is single, can not meet the diversified needs of customers; In customer analysis, the real needs of customers have not been explored, and without the segmentation of customer needs, the product can not meet the real needs of customers. These are all factors that make enterprises lose their competitive advantage [3].

4. Analysis of Opportunities of Small-medium Enterprises

With the introduction of the "Made in China 2025" strategy, all machinery manufacturing enterprises in China have ushered in an opportunity for development and transformation. Some small-medium manufacturing enterprises can seize this opportunity in two aspects: first, the global market demand; Second, access to technical knowledge is easier.

First, the global market demand: with the introduction of the "Made in China 2025" strategy, China has provided a good policy environment for machinery manufacturing enterprises, not only relaxed the relevant taxes, but also provided policy support. Let China's manufacturing enterprises have a good fertile ground for development, to enable enterprises to have more competitive advantages in the international arena. It is in this political environment that Company A continues to develop, expand the market scale, and look forward to future development.

Second, access to technical knowledge is easier: after the introduction of the "Made in China 2025" strategy, some local governments have correspondingly introduced relevant policies to support the development of the manufacturing industry. The same type of enterprises together, so that these small-medium enterprises, in the absence of capital and ability to research and development, can more easily access to technical information, but also for these enterprises to reduce production costs and marketing advantages.

5. Suggestions for Small-medium Enterprise Development Strategy

5.1 Establish and Perfect Organizational Structure to Ensure Implementation of Marketing Strategy

5.1.1 Set up Intelligent Research and Development Institutions of Construction Machinery and Equipment

With the development of science and technology, the process of social intelligence has been faster and faster, so small-medium enterprises should comply with the development of The Times, increase research and development in the direction of equipment intelligence, and increase investment in intelligent talent reserve. Enterprises should set up a special intelligent R & D team, dedicated to the research and development and management of mechanical intelligence, while the enterprise's intelligent R & D department can explore civilian products, paving the way for the transformation of enterprises.

5.1.2 Set up Marketing Analysis Department

At present, many manufacturing enterprises in China have paid attention to the production and research and development of two plates, and the marketing of enterprises have not been too concerned about, because the general production and manufacturing enterprises practitioners are technical talents in the industry, so the product market expansion and analysis are powerless, do not know how to operate. At this time, it is necessary to set up a marketing analysis department of the enterprise, which should be responsible for the supervisor in charge of product marketing, and in the team not only by the first-line sales staff, but also by the first-line research and development and production personnel. In this way, the team members can mainly through the market feedback of front-line sales personnel, while taking into account the understanding and suggestions of front-line R & D and production employees, the market analysis department can make more targeted adjustments and designs for the marketing model of enterprise products, and improve the effectiveness of product marketing strategies. The establishment of marketing analysis department can not only manage and analyze the marketing of products, but also analyze and manage the relevant data within the enterprise, which can reduce the communication cost of the enterprise, improve the work efficiency of the enterprise, and ensure the smooth progress of the work of various departments.

The established marketing analysis department must maintain management transparency and accept the supervision of all employees.

5.2 Rebuild Corporate Spirit and Improve Cohesion of Corporate Marketing Staff

The enterprise should resolutely endow the manager with the right, but also increase the corresponding responsibility to the manager; Only by putting the yoke of responsibility on the manager who has the power, the manager will make decisions and will not make decisions easily, ensuring the internal harmony of the enterprise. In the operation of enterprise projects, small-medium enterprises should give the corresponding rights to the person in charge, but also let the person in charge of clear responsibilities, only let the rights and responsibilities are combined, in order to let every employee know that the operation and development of the enterprise is closely related to them, so that every employee has the initiative to protect the interests of the enterprise from being infringed.

In addition, when planning the short-term goals of small-medium enterprises, they should ensure that they do not deviate from the long-term goals of the enterprise and keep consistent with the development strategy of the enterprise. The combination of long-term goals and short-term goals can ensure the sustainable development of enterprises. The short-term goal of the enterprise is to ensure that the enterprise can operate healthily and make profits to survive and develop; The long-term goal of the enterprise is to ensure that the enterprise has market competitiveness in the future competition, and to make plans for the long-term development of the enterprise. Only in the form of the combination of the two can enterprises develop rapidly and sustainably.

5.3 Strengthen Recruitment and Training System to Improve R&D and Marketing ability of Team

Small-medium enterprises want to gain advantages in the future competition, they must increase the talent reserve; Talent is the driving force of enterprise development and the source of enterprise innovation. At present, in the appointment of personnel in small-medium enterprises, there are generally unclear post functions; In the recruitment of talents, there is a single recruitment channel, the ability to recruit talents is limited. On the whole, small-medium enterprises generally lack professional teams in human resource management. Therefore, small-medium enterprises should set up their own human resource management department and introduce modern human resource management concepts to reserve talents for the development and innovation of enterprises. Enterprises can recruit from the following two aspects: First, each position of the enterprise is equipped with a job description, pointing out the functional scope and responsibility requirements of the position in detail and clearly, through the job description, you can recruit talents according to the needs; Second, develop multiple recruitment channels, take advantage of the convenient access to Internet information and the convenient advantages of Internet information transmission, build the enterprise's own recruitment website, and use the Internet to expand the scope of recruitment and absorb more professional talents.

6. Conclusion

How to make small-medium enterprises develop rapidly and sustainably and how to quickly realize enterprise transformation has become an urgent problem to be solved. This paper attempts to find out a new model suitable for the development and transformation of small-medium manufacturing enterprises in the new economic situation of our country, and can guide small-medium manufacturing enterprises to implement operation, so that enterprises can obtain new development opportunities and achieve transformation and upgrading, sustainable development.

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