

Analyze the Existing Problems and Improvement Measures in Enterprise Strategic Management

Juanjuan Li^{1,a}, Wenjing Wang^{1,b,*}

¹*School of Economics and Management, Tibet University, Lhasa, Tibet, China*

^a2360378144@qq.com, ^b2745338065@qq.com

**Corresponding author*

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Abstract: With the continuous advancement of economic globalization, the downward pressure of domestic economy is also increasing, which makes the market competition increasingly fierce. In order to cope with the severe market situation and obtain a place in the market, enterprises must start from the aspect of strategic management, find the existing problems, and formulate corresponding measures according to the problems found. Although increasingly enterprises are aware of the importance of strategic management, some leaders have shallow awareness of strategic management, the enterprise strategic management system is not perfect, the informatization level is backward, and other problems lead to low effectiveness in the implementation of strategic management. Based on this, this paper will briefly introduce the concept of enterprise strategic management and the importance of its existence, analyze the common problems in the implementation, and put forward suggestions and measures to enhance the construction of enterprise strategic management.

1. Introduction

At present, the development of enterprises is faced with a complex external environment. Internationally, as the COVID-19 epidemic continues to intensify, the global economy has suffered a major impact and the world economic situation is in an unstable situation. At home, Chinese enterprises have been greatly improved in quantity and level, and the scale of enterprises is also constantly expanding, the market competition is becoming fierce day by day. Increasingly enterprises will pay attention to strategic management, hoping to enhance the core competitiveness of enterprises by strengthening strategic management. [1] However, there are still many enterprises due to various reasons, not a clear understanding of strategic management, resulting in a certain deviation in the implementation. [2-4]

1.1. Connotation of Strategic Management

The concept of enterprise strategic management can be simply summarized as: the enterprise determines its mission, according to the organization's external environment and internal conditions

to set the enterprise's strategic goals, in order to ensure the correct implementation and realization of the goals for planning, and relies on the enterprise's internal ability to put this planning and decision into effect a dynamic management process. Strategic management is the most important, the most comprehensive, and the highest level of management for an enterprise. Compared with traditional functional management, strategic management has the following characteristics: (1) Global; (2) The main body of strategic management is the senior management personnel of enterprises; (3) Strategic management involves the allocation of a large number of resources; (4) Strategic management is long-term in terms of time; (5) Strategic management is essentially to match and coordinate the resources and business activities of an enterprise with its external environment, that is, to seek strategic matching; (6) Strategic management is also based on the resources and capabilities of the enterprise, and the strategic extension of the two, to create opportunities for enterprise development or make full use of opportunities; (7) Strategic management needs to consider many factors in the external environment of the enterprise.

1.2. The Process of Enterprise Strategic Management

The process of strategic management includes: strategy analysis, strategy selection, and strategy implementation.[5] As the first step of strategic management: strategic analysis, it should include: enterprise environment; responsibilities and objectives; resources and capabilities. The second step is: strategic choice, which should include: corporate strategy, competitive strategy, and internationalization strategy. The last and most important step is strategy implementation. It includes three parts: leadership function, competition, and organization structure. This is shown in Figure 1.

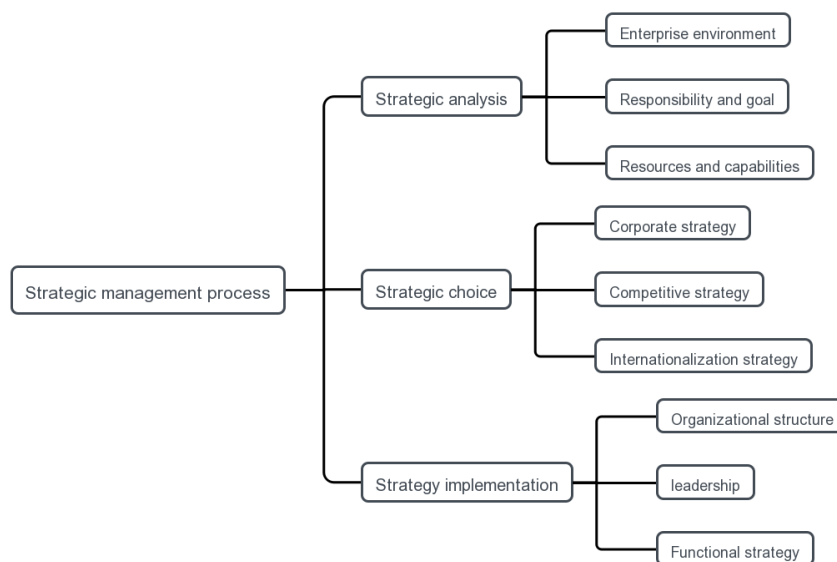


Figure 1: Process of enterprise strategic management.

2. The Importance of Enterprise Strategic Management

The importance of enterprise strategic management is mainly divided into the following three parts, as shown in Figure 2.



Figure 2: The importance of enterprise strategic management.

2.1. Respond to External Changes

With the continuous development of the economy, every profession in our country is entering higher levels of economic cooperation and competition. In this case, enterprises must have a higher sense of strategic management, formulate feasible strategic management planning, to enhance the ability of strategic management, grasp the economic environment changes, should have the ability to cope with changes, and timely respond to external changes.

2.2. Define Competitive Advantages

If a developing enterprise wants to occupy a certain position in the market, it must be clear about the actual situation of the enterprise and develop the existing resources into resources that can be held for a long time from the core competitiveness of the enterprise. In practice, enterprises must create their own brand characteristics, try their best to determine the current market may exist or completely undiscovered market vacancy, in the case of giving full play to the competitive advantages of enterprises in the market competition.

2.3. Integrate Development Resources

It is essential to strengthen the strategic management of enterprises, which can not only help enterprises improve their core competitiveness, but also help enterprises integrate development resources and establish scientific, reasonable and long-term development goals. A reasonable strategic management planning is conducive to the optimization of enterprise economic structure, so that the enterprise internal and external, micro and macro, local and overall carry on an organic integration. Therefore, it is essential to strengthen the management of strategy in the actual development process of enterprises. It can not only fully convert products into market benefits, but also promote sustainable development of enterprises while improving their capabilities.

3. Deficiencies in Enterprise Strategic Management

The deficiencies of corporate strategic management are mainly the following three parts, as shown in Figure 3.

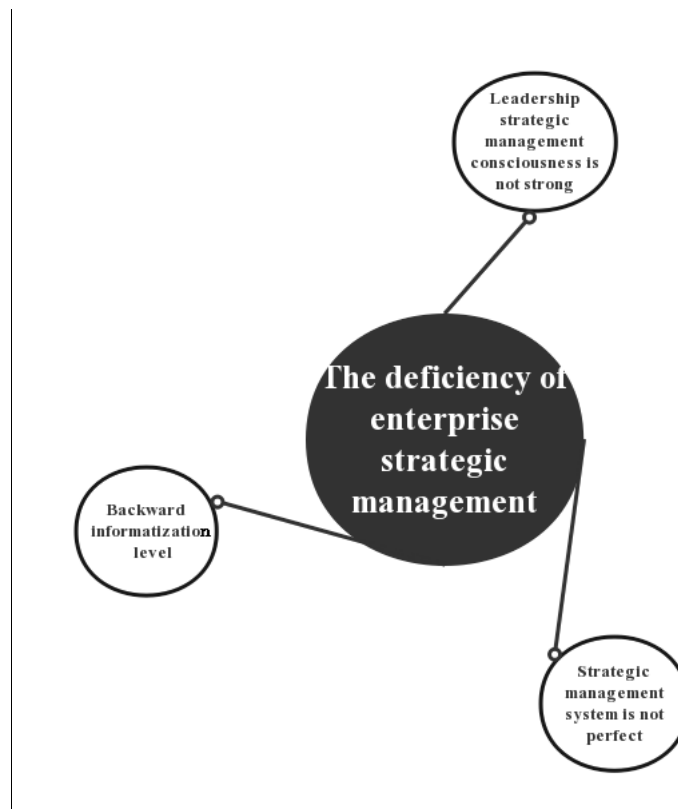


Figure 3: Deficiencies in enterprise strategic management.

3.1. Leaders do not have a Strong Sense of Strategic Management

In most enterprises, strategic management thought only exists in some senior leaders, but these leaders do not implement the thought of strategic management in all employees. Therefore, employees do not pay enough attention to strategy. The strategic management consciousness of enterprise leaders is not strong, so that strategic management becomes a mere formality, most of the strategic management formulation and the actual situation of the enterprise is disconnected. At the same time, due to the existence of the above two situations, resulting in the lack of good internal strategic management atmosphere, which makes it difficult to promote the implementation of various work.[6]

3.2. The Enterprise Strategic Management System is not Perfect

The imperfect strategic management system of enterprises is mainly reflected in the following aspects: The first is the analysis of strategic management. In the whole process of strategy formulation, the analysis of strategy is not comprehensive and thorough enough, which leads to the neglect of many market opportunities. In addition, some enterprises lack a scientific basis for strategy formulation, which leads to inadequate understanding of their actual situation and unclear positioning.[7] Secondly, the implementation of strategic management. Due to the mismatch between the organizational structure and the requirements of strategic management, the enterprise's strategic goals are not combined with the actual situation of the enterprise and other reasons, the daily business activities of the enterprise deviate from the ideal goals. Finally, during the strategic control process, because the enterprise failed to establish a scientific and reasonable performance evaluation system, the lack of dynamic monitoring mechanism, so that the enterprise performance

can not be truly measured, it is difficult to find strategic gaps and timely optimization and adjustment, resulting in the strategic management of the actual operation of the enterprise is not a strong guidance, the effectiveness is not high.[8] This is shown in Figure 4.

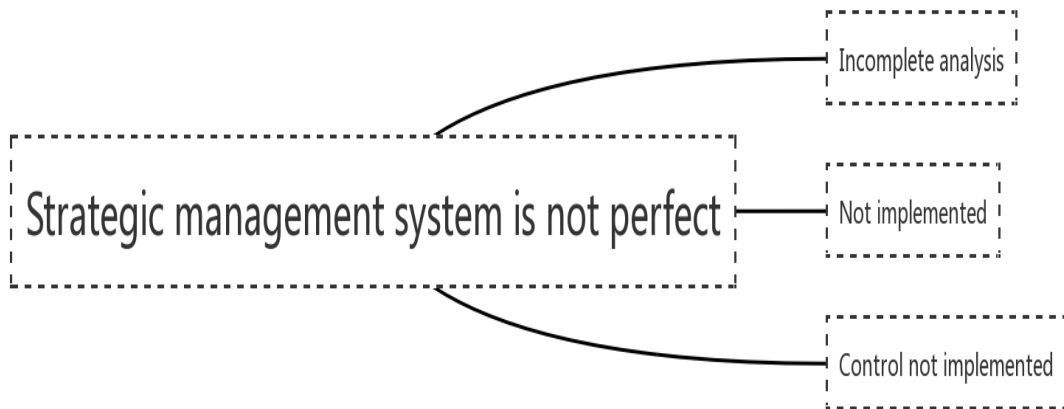


Figure 4: The imperfect embodiment of the strategic management system.

3.3. Backward Informatization Level

Strategic management informatization refers to the full and reasonable use of modern information technology to achieve the management of various works, optimize the allocation of resources, improve management efficiency and level, and improve the economic benefits and competitiveness of enterprises in each activity link of strategic management.[9] The backward performance of enterprise informatization can be detailed into the following three aspects:

(1) Weak infrastructure. Due to the insufficient investment of funds and equipment in the initial construction, the infrastructure cannot meet the requirements of informatization, and the effectiveness and stability of the actual operation cannot be guaranteed.

(2) Lack of information system design. In the process of informationization design, there is no overall planning for informationization, resulting in a lack of understanding of the actual situation of the enterprise itself, and problems such as the mismatch between informationization and organizational strategy, structure and culture appear.

(3) Incomplete information evaluation system. During the period of informatization construction, there is a lack of evaluation standards for informatization work, and it is difficult to make a scientific and reasonable evaluation on the objective implementation and completion of informatization, and it is impossible to correct the deficiencies in the process according to the results.

4. Improvement Suggestions

The suggestions for improvement start from three main parts, as shown in Figure 5.

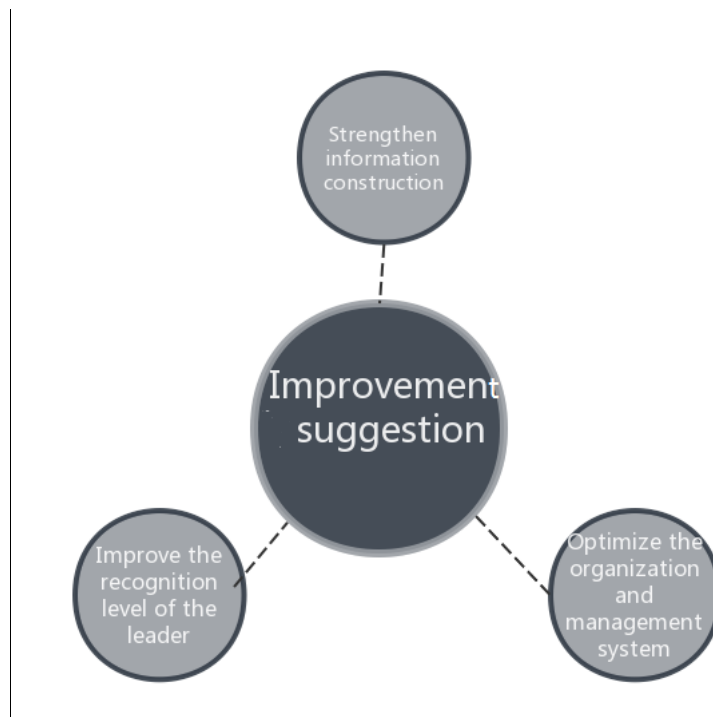


Figure 5: Suggestions for improvement.

4.1. Improve Leaders' Cognition of Strategic Management

As the leader of the enterprise, every move of the leader has a large impact on the enterprise. Therefore, the following steps are essential: First, it is necessary to enhance the strategic management consciousness of the senior leaders of the enterprise, cultivate their strategic management vision, and form the strategic management consciousness into a specific written document for employees to learn; second, enterprises should carry out strategic management activities from top to bottom on the basis of the first step, improve employees' awareness of strategic management, cultivate the spirit of cooperation, so that the awareness of strategic management is not only confined to the leadership; Thirdly, according to the implementation of the enterprise's strategic management ideas, selectively provide necessary help for the development of strategic management. Fourthly, establish a set of complete and effective performance evaluation systems and systems to ensure that the strategic goals can be timely and accurately implemented, and work hard to achieve the established goals. Fifth, establish a scientific incentive mechanism to stimulate the enthusiasm and creativity of employees, so that employees can truly become the source of power to promote the development of enterprises.

4.2. Optimize the Organization Management System

In the implementation process of enterprise strategy, no matter in the early planning stage or in the actual implementation stage, the enterprise needs to combine its own actual situation to carry out macro control and make a timely adjustments to the strategic development plan according to the operational situation. After the selection and analysis of the enterprise strategy, the next step is to carry out the strategy implementation. The enterprise needs to make corresponding adjustments according to the actual situation of the previous step to adapt to the requirements of the new situation, so that it can better play its due value. If an enterprise wants to achieve long-term sustainable development goals, it must combine its strategic goals with specific businesses,

formulate, correct and feasible strategic planning, determine the management mode in line with the development of the enterprise, adjust and optimize the management system of the enterprise organization, and clarify the management and control mode. Improve the reporting relationship mechanism, procedure mechanism, supervision and governance mechanism, authorization, and decision-making mechanism under the new organizational structure to ensure the stability and flexibility of the organization, to ensure the sustainable development of the enterprise.[10]

4.3. Strengthen Information Construction

If enterprises want to improve the effect and level of information management, they need to establish a set of scientific evaluation index systems to measure the level of information management. The construction of information-based performance evaluation system can be started from the following three aspects: first, the purpose of information-based performance evaluation should be clearly defined; second, analyze the factors that affect the design of informationization performance evaluation index; thirdly, it puts forward the construction method of information-based performance evaluation index system. After establishing the evaluation system, the existing business process should be optimized, and the systematic analysis and research should be carried out. At the same time, it should increase the input of information resources to ensure the coordination of information infrastructure and strategic management objectives. Finally, a dynamic evaluation mechanism is established on the basis of all completions, and the evaluation results are fed back in real time and adjusted according to the feedback content to form a good cycle.

5. Conclusion

According to the above analysis, it can be found that strategic management, as an important part of enterprise development, is also the lifeline of the enterprise. Its existence is not only related to the survival of enterprises, but also determines the future development direction of enterprises. In many small and medium-sized enterprises, strategic management still exists, managers do not pay attention to, the management system, is not perfect, the level of information lag behind and other phenomena, these deficiencies may lead to the decline of enterprise work quality, efficiency. In order to improve the competitiveness of the organization and the overall efficiency of the enterprise, many managers begin to realize that it is a necessary link to establish the strategic management system. However, because there is no great change in the management environment of Chinese enterprises, it will take a long time to effectively realize the planning and implementation of the strategic goals. However, the enterprise leader must have the strategic management consciousness, pay attention to the enterprise strategic management, optimize the organization management system, and strengthen the information construction. Then enhance the core competitiveness of enterprises, promote the sustainable development of enterprises.

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