

# Research on the Optimization of Modern Enterprise Management Strategy based on Strategic Management Mode

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## Abstract

With the gradual deepening of knowledge economy, knowledge management will become the main field of enterprise management activities. In order to successfully realize economic transformation and make enterprises active in the market to play their role in promoting economic growth, a large number of foreign "static models" of strategic management of enterprises have been introduced to improve the management efficiency of enterprise managers. However, with the development trend of global economic integration, the business environment faced by enterprises is more complex and changeable, and the "static mode" of enterprise strategic management has been unable to effectively cope with the unexpected situation in strategic implementation, which requires the birth of a new strategic management mode-"dynamic mode" to meet the needs of the times. This paper summarizes the disadvantages and main forms of the current management mode of private enterprises in China, such as the uneven distribution of equity, unreasonable equity ownership, insufficient attention to the construction of corporate culture, lack of organizational system, and lack of long-term strategic planning of enterprises. At the same time, it analyzes the excellent management mode in foreign countries, plus the special environment of private enterprises in China, based on the consideration of the life span of enterprises and the interests of stakeholders, this paper puts forward the optimization strategy of the management mode of China's private enterprises, and makes a theoretical analysis of the model.

## Keywords

Strategic Management Mode; Modern Enterprise Management; Policy Optimization.

## 1. Introduction

Under the new economic situation, the business environment of enterprises has undergone tremendous changes. The combination of increasingly fierce competition and over-reflected media makes enterprises face an extremely difficult operation and management situation. On the one hand, enterprises must provide high returns for shareholders [1]. On the other hand, some strategies of pursuing high returns may damage the long-term interests of enterprises, and ultimately lead to the major stakeholder groups of private enterprises, such as customers or suppliers, who are extremely dissatisfied with the enterprise, causing serious damage to the enterprise or inability to continue operation. Knowledge management is increasingly becoming a key factor in determining the fate of enterprises, and knowledge management is by no means a new thing [2]. For hundreds of years, the business wisdom of family enterprises has been handed down from generation to generation; Craft masters devote themselves to teaching skills to apprentices; Workers have been exchanging experiences and skills together for a long time. But it was not until the 1990s that business leaders began to talk about knowledge management. The foundation of modern economy has changed from natural resources to knowledge assets. This change forces managers to look back at the knowledge base of enterprises and its

utilization [3]. In view of the simple business environment and relatively stable business environment at that time, the strategic management mode adhered to by rationalism school occupied the mainstream and guiding position in enterprise strategic management, which was called "static mode". However, with the reality that the business environment is becoming more and more complicated due to social development, the original "static mode" can no longer meet the requirements of enterprises for flexibility, changeability and quickness in different stages of strategic planning, implementation and summary [4].

After decades of development and years of reform and development, the system and mechanism of military enterprises have undergone profound changes, and they have considerable foundation and advantages in terms of overall, talents, technology, management and policies. In some industries, they are still in a monopoly position, and overall, the market competitiveness is gradually increasing [5]. For the third-line military enterprises, after the relocation of the third line, the industrial layout adjustment and the second venture have been completed, and they have entered the fast lane of development. The development of military and civilian products goes hand in hand, the scale of enterprises is constantly expanding, and the core competence is constantly improving. Under the background of changing the mode of economic development, the Ministry of Science and Technology, the State Administration of Taxation and the Ministry of Finance have guided high-tech enterprises to increase investment in innovation through competitive structural tax reduction systems and providing funding for key R&D projects, and used high-tech to promote the transformation and upgrading of traditional enterprises, thus accelerating the development of enterprises [6]. The development and application of microelectronics, communication technology and information technology and the increase of market competition have made the role of enterprise research and development and marketing more prominent. The proportion of research and development expenses and marketing expenses in the cost composition of enterprises is getting higher and higher. This structural change in the cost composition limits the cost control space centered on reducing manufacturing costs. Profit maximization is no longer the direct motivation of cost management, but is positioned at a deeper level of customer satisfaction and value creation [7]. In the process of participating in the international market competition, compared with international multinational enterprises, design will be an effective means for Chinese enterprises to catch up with and surpass their competitors when they have no advantages in capital, technology, brand and marketing. The introduction and implementation of design strategies will promote the design activities of enterprises to the strategic level, better integrate with other business activities, and enhance the brand value and competitive advantage of Chinese enterprises [8].

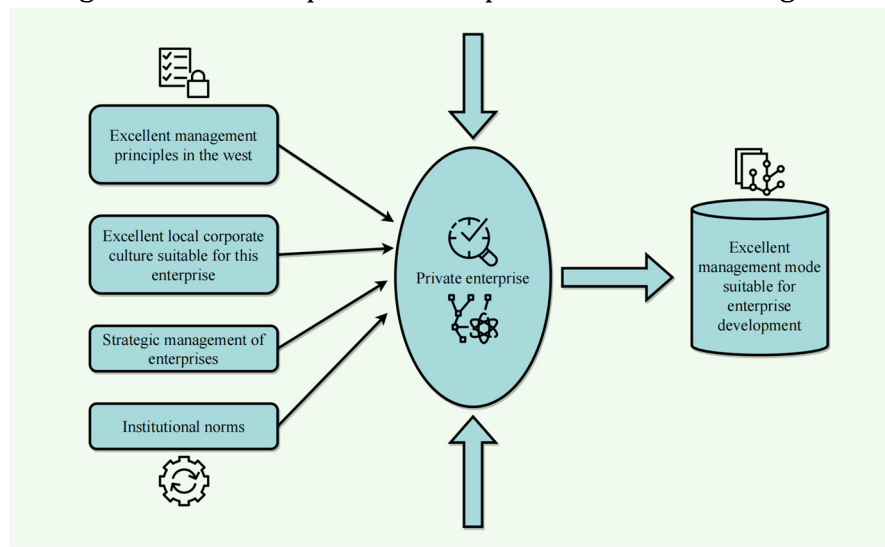
Based on the analysis of the characteristics, cost structure characteristics and cost management status of high-tech enterprises in China, this paper hopes to learn from the research results of foreign strategic cost management models and fully consider the coupling degree between various cost management methods and cost management objectives of high-tech enterprises.

## **2. Optimization Model of Management Mode of Private Enterprises in China**

### **2.1. Optimized Management Model**

Management mode system is a whole concept, which is restricted by humanistic environment, administrative system and market environment. Management changes with the change of environment. Therefore, the management model involves the characteristics of ideas, culture, industry and organizational staff [9]. The management mode we want to optimize is actually to integrate all the resources of the enterprise, so as to exert the greatest utility and achieve balance in the enterprise management game. We combine the excellent management mode of

private enterprises in other countries and the characteristics of our private enterprises, and put forward our future management mode of private enterprises [10]. China's excellent management model should include: the incentive methods and performance evaluation methods of American private enterprises; German private enterprises have excellent technology and high-quality quality; Team spirit and training plan of Japanese enterprises; The flexibility of our private enterprises, as well as the enthusiasm and studious spirit of private entrepreneurs and good relationship network, plus a positive corporate culture suitable for the development of our private enterprises. These constitute the core content of our future private enterprise management model. These will help China's private enterprises maintain their core competitiveness and development momentum. According to the analysis, build an optimization model for the management mode of private enterprises. As shown in Figure 1.



**Figure 1.** Management mode optimization model of private enterprises

The management model is the unity of the above elements, and they push each other forward like a chain. According to their own conditions, private enterprises should innovate on the basis of integrating excellent management principles, excellent corporate culture, and the norms of enterprise strategic direction and system to form a unique management model suitable for their own enterprises. The above factors will affect the operation of the model. The model itself is a dynamic system. When its internal and external supporting factors have changed a lot, enterprises need to adjust their management mode to adapt to this change.

The goal of the optimal cost supplier strategy is to provide more value for the specific price paid by customers through comprehensive low cost and differentiation. The purpose is to make the product have the best price and characteristics compared with the competitors' products. It combines the emphasis points of cost leadership and differentiation strategy: low cost and differentiation. By meeting or exceeding customers' expectations in terms of quality, service, characteristics and performance attributes, and lower than customers' expectations in terms of price, we can create super-value value for customers. Using this strategy, the competitiveness of enterprises is more effective than implementing differentiation or low-cost strategy alone, and it is easier to establish competitive advantages that competitors are difficult to imitate. The basic idea of cost planning is that enterprises should understand the needs of customers and determine the price that customers are willing to pay for a product or service, that is, to ensure consumer surplus. The enterprise designs new products according to the long-term profit plan, market price positioning and the reality of the production environment. Customers need to promote product development, and targeted products can meet specific customer needs. Design management is a research field. It takes design management as a strategic tool for

management, studies the knowledge structure of managers, designers and experts, and uses it to achieve organizational goals and create viable products. That is, the implementation of enterprise development strategies and business thought plans. Therefore, it is also a highly unified carrier of visual image and technology. Design management aims to combine creativity and rationality in an organized way to complete organizational strategy, and finally contribute to the promotion of environmental culture.

## 2.2. Analysis on Cost Management of High-tech Enterprises

High-tech enterprises rely on knowledge to create benefits, and the forms of knowledge input and participation in production are completely different from the traditional factors of production, such as people, money and things, so the requirements of high-tech enterprises for cost management are naturally different. Internationally, high technology refers to a new technology that can make great changes in traditional industries or form industries. Its emergence and development usually have a great impact on the national economy and have great social and economic significance. Due to the imbalance of regional development, different stages of development in different countries and the effectiveness of technology itself, the definition of the scope of high-tech enterprises is different in different countries. Developed countries and some international organizations adopt one or a combination of two indicators: "the proportion of R&D funds to sales and the proportion of R&D technicians to the total number of employees" as the definition standard of high-tech enterprises. From the definition conditions and contents of high-tech enterprises in China, it can be seen that the technological development direction of high-tech enterprises must be consistent with the national industrial development policy and social and economic development strategy, which is the technical field encouraged by the country; Maintain a certain proportion of R&D investment; There should be enough knowledge workers with innovative ability, and the investment of talents, funds and technology in research and development is crucial to the development of enterprises through the integration and integration of multi-disciplinary technologies to produce high-tech products or provide high-tech services. Here, design is only considered as a piecemeal work for products, packaging, display or promotional materials, which has nothing to do with each other and other business of the enterprise. At the same time, designers in different fields within the enterprise also lack communication. Product design is carried out by engineers, while visual communication is in the charge of public relations and market development personnel, and the environment is in the charge of the infrastructure department. If there is no design management mechanism that crosses the boundaries of traditional departments, chaos is inevitable.

Enterprises should maintain the consistency of enterprise strategy and human resources strategy through strategic optimization and integration. Strategic matching is divided into external matching and internal matching. External matching means that human resources are completely consistent with enterprise strategy and development stage, which can also be called "vertical integration". Internal matching refers to the internal consistency between various policies and practices that develop and strengthen human resources. Strategic human resource management must fully predict the talents needed, what skills talents are needed, the nature of the work, how many employees are needed, and when the personnel must be in place. It is also necessary to determine whether these requirements can be met from within the company, and if not, whether a personnel skill development plan can be formulated, or whether new people must be hired. In the aspect of strategic human resource management, it is also possible to develop a system, formulate a personal career development plan, enable employees to obtain necessary practice and training, and prepare for meeting future job vacancies. High-tech enterprises not only have the characteristics of high investment, high risk, high income and high growth. Compared with traditional industrial enterprises, they are more flexible in the setting

of organizational structure, the selection of management systems and methods, and the arrangement of production processes. Correspondingly, high-tech enterprises also have many particularities in cost management. Only to understand and grasp these particularities, Only in this way can we build a cost management model suitable for high-tech enterprises.

### 3. Research on Optimization of Modern Enterprise Management Strategy based on Strategic Management Model

#### 3.1. The Goal of Strategic Cost Management in High-Tech Enterprises

The goal of strategic cost management is determined by the environment of strategic cost management, which is the expected goal that enterprises hope to achieve when implementing strategic cost management, and has a guiding and restricting effect on other elements of strategic cost management model, and is the core of strategic cost management system. Therefore, defining the goal of strategic cost management of high-tech enterprises is the premise and foundation of perfecting and optimizing the strategic cost management model of high-tech enterprises. The goal of strategic cost management of high-tech enterprises is to maximize sustainable cost-effectiveness, which is determined by the goal characteristics of high-tech enterprises pursuing "technology leadership" and the unique cost-effectiveness concept of high-tech enterprises. From the single goal of maximizing profits to the multiple goals of advanced technology, customer satisfaction, excellent manufacturing, market leadership and human capital appreciation. These objectives are sometimes not completely consistent. The key to strategic cost management of high-tech enterprises is to fully coordinate these objectives, not just focus on the current level of efficiency and short-term cost reduction. Enterprises need to increase R&D investment to promote innovation, enhance the market competitiveness of products, and then achieve the goal of relatively lower costs to achieve sustainable economic benefits.

On the one hand, according to the characteristics of product cost structure of high-tech enterprises, we should pay attention to the management of product development, design cost and popularization service cost in the process of commercialization when establishing cost control measures and methods system, and the cost management means should cover the R&D, supply, production, marketing, after-sales support and service links of enterprises; On the other hand, the scope of cost management should break through the boundaries of enterprises to carry out cross-organizational cost operation, not just within enterprises, such as upstream and downstream cooperation related to enterprise value chain. Therefore, the model should include the analysis of industry value chain and internal value chain, and carry out the measurement and management of product cost throughout its life cycle. As foreign manufacturers focus on providing complex solutions for high-end applications, the progressive market is dominated by domestic manufacturers. The company uses its stronger R&D strength and market insight than its competitors to provide customers with a solution to a single problem focusing on the main functions, that is, to implement differentiation strategy, to achieve the goal of "no competition, no price war with low-end competitors", and to seize the pricing power for the products that have the competition, and to challenge the industry price bottom line to eliminate some low-end entrants. As shown in Table 1.

**Table 1.** Enterprise strategic positioning

Market segment	Innovation ability	Strategic positioning
Step market	Independent innovation	"No enemy, I have" - differentiation strategy
		"I have the enemy" - cost leadership strategy
Servo market	Imitative innovation	Special servo - cost leading strategy



In view of the small and medium-sized servo products that these localized foreign-funded manufacturers have not entered, we should make use of the company's strong marketing ability, cooperate with scientific research institutions to produce marketable products for specific needs in specific fields, establish the image of "market experts", implement a cost-leading strategy compared with foreign manufacturers with similar products, establish a cost structure with lower unit cost than competitors, and constantly accumulate experience in servo product development and application, and then make strategic changes when the time is ripe.

### 3.2. Specific Application of Knowledge Management in Enterprises

The emergence of knowledge supervisor is an inevitable product of the era of knowledge economy. As a new management position, it will be accepted by more and more modern enterprises and show good development prospects. The main task of the knowledge supervisor is to guide enterprises to establish a sound knowledge management system, transform the knowledge resources of enterprises into the maximum benefits, encourage employees to share and innovate knowledge and improve the competitiveness of enterprises. Therefore, enterprises should not regard knowledge management as an extension of information management when setting up knowledge directors, so as to avoid completely replacing information directors with knowledge directors. A basic viewpoint of knowledge management is that when people communicate with each other, knowledge develops; When knowledge is not used by people, knowledge is worthless. Therefore, enterprise informatization is the material basis for enterprise knowledge management, and enterprises need to establish relevant enterprise internal networks and other shortcuts to serve as a medium for information exchange, knowledge sharing, and cooperation and innovation between employees and leaders. Under the condition of market economy, strategic choice is the key factor of enterprise success or failure. Whether an enterprise can achieve the goal of efficient operation depends on the choice of business strategy. If the choice of business strategy is wrong, the entire business activities of the enterprise will inevitably be lost. Therefore, if an enterprise cannot think from a strategic perspective, it will not only be difficult to achieve success, but also easy to get into trouble.

Whether the management mode is suitable or not directly affects the development of enterprises. Therefore, enterprises should constantly adjust the management mode according to their own actual conditions to meet the development needs of enterprises in different periods. At the same time, the management mode is a soft factor of enterprises, and its role needs a catalyst, that is, the participation of enterprises' hardware-core competitiveness, such as products, technologies, services and other factors. Enterprise external support system, including external legal environment and market competition. Political and legal environment: The influence of political environment on enterprises is direct, unpredictable and uncontrollable. These factors often restrict and affect the business behavior of enterprises, especially the long-term investment behavior of enterprises. We should introduce some laws and regulations that are conducive to the development of enterprises to ensure the development of private enterprises. Not only that, the appropriate design strategy management can also establish a brand image that conforms to the corporate culture concept and user emotional experience. Here, it needs to be emphasized that the brand image is not only limited to visual images such as logo and identification, but also integrates the overall image including brand loyalty, brand awareness and brand association. At the same time, the introduction of design strategies can also enable the design to create experiential products and services from the perspective of users, and form the perception of brand spirit in the impression, so as to improve brand loyalty.

## 4. Conclusion

In the face of fierce market competition, complex and changeable external competitive environment and the pressure of product homogeneity brought by technology spillover effect, the strategic cost management of high-tech enterprises around innovation can better solve the conflict between the traditional cost management concept and enterprise strategy in value, make enterprises take the initiative in the competition, and finally realize the enterprise's cost leading strategy or differentiation strategy, and embark on the road of sustainable development. Secondly, enterprises should establish an effective top-down design strategy management organizational structure. At the decision-making level, there should be a special person who is fully responsible for the design strategy management, including the formation of enterprise design policies, product development plans, design supervision and design investment policy evaluation. Its success mainly depends on whether the human resource management under the guidance of this strategy is effective, and the efficacy evaluation of human resource management can be carried out by using the 4Cs model proposed by Harvard researchers for reference, that is, from four aspects: wholehearted heart, ability, consistency and cost-effectiveness. By analyzing and comparing the advantages and disadvantages of several main strategic cost management modes at present, this paper explains the inherent logic between cost management and several basic competitive strategies.

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