

# Analysis of Strategic Management Problems and Optimization Suggestions of Small and Medium Sized Enterprises

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## Abstract

With the continuous advancement of science and technology, Internet online education has emerged. This education model breaks through the limitations of traditional education time and space, improves the efficiency and convenience of teaching to a certain extent, and can supplement traditional education. In this context, more and more small and Medium-sized Internet online education enterprises are emerging in the economic market, which not only promotes the development of school education to scale, but also further increases the competitive pressure among enterprises. Enterprises want to achieve the goal of stable development; it is necessary to strengthen their own strategic management level. Based on this, combined with the actual case, this paper analyzes the existing problems of strategic management of small and Medium-sized enterprises, and puts forward optimization suggestions, hoping to provide reference for professionals.

## Keywords

Small and Medium-sized Enterprises; Strategic Management; Problems; Optimization Suggestions.

## 1. Introduction

In recent years, the continuous advancement of modern education technology and the gradual enrichment of learning products have made the importance of Internet online education in mainstream education increasingly prominent. While promoting the rapid development of online education market, it also increases the number of online education enterprises to a certain extent. As the Internet online education is an emerging field, the business development of enterprises is still in the exploratory stage. In the background of complex and changeable industry development, enterprises want to find a suitable way for their own development, it is necessary to constantly strengthen their own strategic management level. This paper analyzes the strategic management of small and Medium-sized online education enterprises combined with actual cases, hoping to contribute to the benign development of online education market [1].

## 2. Case Introduction

This paper takes Sanhao online education enterprise as an example to analyze the problems in its strategic management. At present, Sanhao online education enterprises are facing both broad development space and fierce market competition pressure. Under the changing policy environment, in order to achieve the stable development goal, enterprises should give full play to their own technical advantages and service advantages, improve brand influence comprehensively, and protect the stable development of enterprises by formulating scientific and reasonable strategic management measures.

### 3. Problems in Strategic Management of Small and Medium Sized Enterprises

#### (1) Facing the pressure of fierce competition

Combined with the growth of the number of Internet education professional enterprises in China from 2012 to 2016, the number of Internet education professional enterprises increased sharply from 2000 to 9600 in just four years. Among them, the growth rate of K12 enterprises is particularly significant, as high as 1400, and the enterprise scale is not the same. In addition, the distribution of Internet education enterprises in China is centralized, most of which are located in the first-tier cities such as Beijing, Shanghai, Guangzhou and Shenzhen, which further increases the competitive pressure among enterprises. However, combined with the actual situation of strategic management of Sanhao online education enterprise, affected by many factors such as small brand influence, low conversion rate and high operation cost, the enterprise has been in a disadvantage position in the market competition, which is not conducive to the realization of long-term development goals.

#### (2) Poor applicability of strategic management environment

Although the development of Sanhao internet education enterprise has a relatively strong internal resources, just as no one is perfect, the enterprise can-not be perfect. In the long-term development process, the enterprise has not made clear its position in the market, which leads to the enterprise being in a passive situation in the peer competition. The slightest disturbance will affect its operation state [2]. Especially in the new era, my country will introduce a double reduction policy, which will bring a negative impact to the development of Internet education. In this context, although the company has fully realized the importance of strategic management and formulated corresponding development strategies, the development strategy does not match the actual situation of the company and the needs of market development. Therefore, it cannot provide guidance for the development of strategic management. This reduces its practicality and scientificity to a certain extent.

#### (3) Lack of awareness of long-term strategic management

Sanhao internet education enterprise has made certain achievements in the development process, which also creates an illusion for the enterprise development, making the enterprise managers blindly think that the development prospect is good, and focus on complex affairs, without making a clear analysis of the enterprise development direction, development goals and market positioning. It makes enterprises lose their advantages in the long-term development, which is not conducive to the long-term development of enterprises.

### 4. Suggestions on Strategic Management Optimization of Small and Medium Sized Enterprises

#### (1) Enterprises should make reasonable positioning for themselves

In the process of development, Sanhao internet education enterprises need to combine their own actual situation and make a scientific positioning of themselves. In this process, it is necessary to consider the internal and external environments of the industry separately, and from the perspective of the development status and development needs of the company, formulate a long-term development strategy that is compatible with the company's resources. As mentioned above, the current Internet education is not mainstream in the education industry but provides a supplement to mainstream education. Therefore, in the development process, companies need to pay attention to two issues at the same time: first, enterprises need to give priority to the competitive market with low degree of monopoly, to avoid the phenomenon of single enterprise controlling the market in the market competition, to lay a good foundation for the survival and development of small and Medium-sized enterprises.

Second, priority should be given to enterprises with smaller market size. These enterprises have smaller demand and scale in the process of development, and relatively less investment, which is conducive to small and Medium-sized enterprises' lack of more survival opportunities in the market competition [3].

#### (2) Improve the operation process of enterprises

The operation process of an enterprise will directly affect the development of the enterprise. Therefore, to improve the strategic management level, it is necessary to optimize and perfect the enterprise operation process to form a systematic and scientific operation mode to improve the operation basis of the enterprise. To meet this demand, we need to innovate the concept of organization and build a new type of organization in combination with the development needs of enterprises. For example, through the construction of matrix organization and flat organization, it lays a good foundation for enterprise strategic management.

#### (3) Research on the specific development strategy of enterprises

First of all, study the product and market strategy. If Sanhao internet education enterprises want to stand out in the industry competition, they need to develop products to meet the market demand and provide better services for customers, to improve customer viscosity and improve their core competitiveness. In addition, in the process of product and market strategy research, small and Medium-sized enterprises should not only focus on functional strategy, but also keep changing in combination with their own development.

Secondly, research on manufacturing and business strategy. In the process of strategic management, small and Medium-sized enterprises need to take flexibility as the starting point to strengthen their competitive strength. Business strategy can directly affect manufacturing flexibility, and manufacturing flexibility can indirectly affect the economic benefits of enterprises.

Finally, it studies the strategy of technological innovation. Internet online education is based on advanced science and technology, so we need to recognize the importance of technological innovation in the process of strategic management. Enterprises need to combine their own economic strength, appropriately increase human, material and financial input, actively introduce new products and new technologies, comprehensively improve their comprehensive strength, and lay a good foundation for the stable development of enterprises.

#### (4) To build a sound and perfect performance management system

On the basis of optimizing the strategic process and organizational system, Sanhao internet education enterprises should also build a scientific performance management system, clearly divide the work content of strategic management, and assign the specific work responsibility to the individual, so as to ensure that the managers can make clear their own responsibilities and obligations. On this basis, it is necessary to determine the performance appraisal index, carry out systematic performance appraisal for managers, and make scientific evaluation for them, which is also the necessary demand for optimizing and reforming enterprise strategic management [4].

#### (5) Make full use of its advantages

In the process of development, Sanhao internet education enterprises have accumulated many advantages, including technology research and development advantages, in-depth service advantages, spokesperson authoritative professional advantages and so on. These advantages not only lay a good foundation for the stable development of enterprises, but also make up for the deficiencies in mainstream education. Therefore, in the process of strategic management optimization and innovation, enterprises need to give full play to their own advantages in technology and services, concentrate their resources, start from a certain field, and strengthen their professional management level. At the same time, we should tap market potential in the same industry, find market vacancies, and take this opportunity to improve their

comprehensive level [5]. At the same time, technological innovation has become the core of all walks of life to achieve the goal of stable development, especially as an internet education enterprise. Only by constantly innovating technology can we improve the comprehensive ability of the enterprise and make it always in a dominant position in the industry competition.

## 5. Conclusion

To sum up, the main goal of enterprise strategic management is to seek long-term and stable development. This requires enterprises to build a scientific and effective development strategy, follow the basic principles of objectivity and fairness, ensure that the development strategy meets the current situation of enterprise development and market development needs, and ensure that the development strategy has forward-looking characteristics and can accurately grasp the future development trend of the industry, so as to improve the flexibility and sensitivity of enterprises to adapt to the environment, so that enterprises in the market competition can follow the trend, find their own position, and in the same industry in a leading position. At the same time, enterprises should also fully consider the market demand and the actual situation of their own development, ensure that the strategic objectives are feasible, and avoid the phenomenon of high vision and low hand. In strategic management, we should recognize our own advantages and disadvantages, and lay a foundation for promoting the development of enterprises by carrying forward the advantages and improving the disadvantages.

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