

From the Perspective of Service and Transformation: How to Develop Small and Medium-Sized Electromechanical Enterprises - Based on "Changzhou Jiutian Electromechanical"

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Abstract: *In recent years, with the continuous development of society, the mechanical and electrical industry technology continues to update, so that the mechanical and electrical automation in many fields show multi-function, high efficiency, green environmental protection, and other characteristics, the use of mechanical and electrical equipment in people's life and production of more and more high proportion. Based on this, Liyang City, Jiangsu Province has created a new pattern of "one core park and many bases" with Zhongguancun Science and Technology Industrial Park as the core and the township's characteristic industrial base as the auxiliary. Promoted the development of new industries, new enterprises, and new products, so that Liyang agriculture and animal husbandry machinery and other advanced manufacturing industries rapidly rise. With the fierce competition, the company has gained 65% of the domestic market share, and the 1.2 billion yuan company is working to build a global high-end grain machinery production base, transforming "Made in Europe and America" to "Made in China". How small and medium-sized mechanical and electrical enterprises survive in the fierce competition has triggered thinking. In this case, utilizing field investigation and online interview, the strategic analysis of Changzhou Jiutian Mechanical and Electrical Equipment Co., Ltd TD was conducted using the Porter five force model and Boston matrix analysis. Changzhou Jiutian Mechanical and Electrical Equipment Co., Ltd., as a small and medium-sized electromechanical enterprise, needs to stand firm in the current competitive environment. Our research shows that we should start with the service and transformation strategy to realize the self-development of enterprises.*

Keywords: Electromechanical enterprises; Porter five force model; PEST analysis; Service and transformation.

1. INTRODUCTION

The mechanical and electrical industry has been one of the pillar industries of our national economy, for nearly a decade, represented by the information technology industry's rapid development, which not only speeds up the pace of industrial structure adjustment of developed countries but also some developing countries out of simply rely on low labor cost advantage, to develop high technology mechanical and electrical products provides the opportunity. With the gradual improvement of human industrialization, based on the state vigorously advocating the protection of resources and the environment, the role of the dust removal equipment manufacturing industry in environmental protection is becoming more and more prominent and more common. At present, the application of dust collectors has been involved in food processing, mining, metallurgy, machinery, building materials, chemical industry, and other fields.

At present, the level of pulse dust collectors in China has reached the international level, its application covers many fields, high dust removal efficiency, reliable effect, and the ability to jointly control a variety of pollutants. In China's dust removal equipment industry, the pulse dust removal industry as a whole is an industry with full competition and a high degree of marketization. A few backbone enterprises in the industry have strong research and development and design capabilities, core technologies, excellent product quality, and the ability to complete the design and manufacturing of bag dust removal equipment in different industries, various types, and specifications. Most of the enterprises in the industry are small and lack core technology and scale-supporting capacity. As a small enterprise of Changzhou Nine Days Mechanical and Electrical Equipment Co., LTD., in the face of international brand and local brands under pressure, nine days using the core product technology competitive advantage, strengthen the upstream and downstream cost management and control, actively implement cost strategy management and service and diversification transformation, for small enterprise breakthrough round development provides a good experience.

2. NINE DAYS OF ELECTROMECHANICAL STRATEGY ANALYSIS

2.1 Company profile

Changzhou Nine Days Mechanical and Electrical Equipment Co., LTD. (hereinafter referred to as Nine Days Electromechanical) is located in Liyang City, Jiangsu Province Club Zhu Town high-tech industrial park since the company was founded in 2018, has been committed to food development and manufacturing of related industries, gathered the sales, research and development, technology, manufacturing, the management system of high-end talent, build a professional team, won several patents. The company's products involve many fields, mainly: chocolate equipment, mixer, conveying equipment, dust removal equipment electrical equipment, etc. The square vertical pulse dust collector-TBXL40, independently developed by the team, has been highly praised in the field of grain dust removal. With the development concept of "the provider of major solutions in the food industry; the benchmark of the domestic food industry; the leader of the domestic food industry", the company has been striving to promote the development and growth of the company and has won the honorary title of "Changzhou Star Enterprise" for many times.

2.2 External environment analysis

2.2.1 Policy and environment analysis

For the construction of high-quality Hangzhou ecological economic belt is best deputy center city, further highlight the enterprise innovation main body status, stimulate enterprise innovation, increase with institutions of higher learning, research institutes, science and technology platform, such as production cooperation, 2019 Liyang city government issued "about" four economic development to promote ecological innovation "three years implementation plan of action opinion" file, develop the Liyang city science and technology innovation voucher (hereinafter referred to as the "innovation voucher") after subsidies implementation plan. The municipal finance arranges a certain amount of special funds for innovation vouchers every year to subsidize the scientific and technological innovation activities carried out by enterprises and institutions in the "four major economies (power battery, smart grid, automobile, and parts, agriculture and animal husbandry and feed machinery)" system. The face value of each innovation voucher is 50,000 yuan. The implementation of this policy has aroused the enthusiasm of enterprises in research and development, especially for small and medium-sized enterprises such as Jiutian Electromechanical, due to the large sunk cost of scientific research, enterprises usually cannot invest too much capital in scientific research during their initial development. With the support of the policy allowance, the technological innovation of enterprises can be further improved, to increase the market competitiveness, and gain a firm foothold in the mechanical and electrical industry faster.

2.2.2 Economic environment analysis



Figure 1: Market scale and industry demand for dust removal equipment manufacturing industry in China

In the domestic dust removal equipment market, the bag dust collector and electrostatic precipitator products are used, especially the bag dust collector in recent years in the filter material, ash cleaning, and other technical performance, the market recognition has gradually increased, and the demand and market scale overall stable

growth. According to the data, in 2020, the market demand for bag dust removal equipment in China reached 3.3047 million units, and the market size reached 18.042 billion yuan.

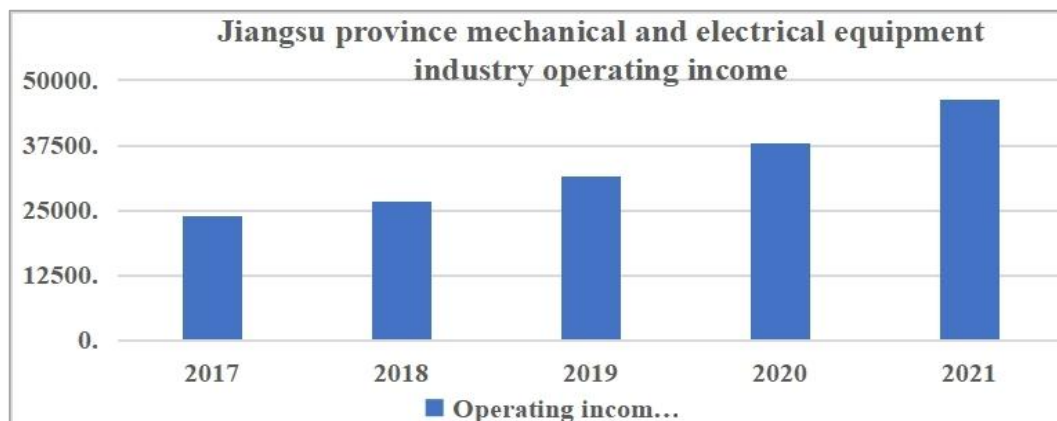


Figure 2: Operating income of the electromechanical equipment industry in Jiangsu Province

In 2021, the main business revenue of the electromechanical equipment industry in Jiangsu Province reached 4626607 billion yuan, up 22.32% year on year; the total profit was 458.155 billion yuan, up 23.67% year on year. The operating income of the electromechanical equipment industry has been in a steady growth trend. From the perspective of supply, by 2019, there are 669 enterprises in the dust removal equipment manufacturing industry in Jiangsu Province. In the dust removal equipment industry, the dust removal equipment products are mainly electric precipitators and bag dust collectors. Among them, the market concentration of electrostatic precipitators is high, while the market concentration of bag precipitators is not high, the dust removal equipment is mostly small and medium-sized manufacturers, and the competition in the dust removal equipment market is fierce. With the gradual promotion of electric bag composite dust collectors, the market competition in the dust removal equipment industry will be more fierce. In terms of market demand, with the continuous increase of national air pollution control efforts, the demand for dust collectors in major industries will also continue to increase.

2.2.3 Social and environment analysis

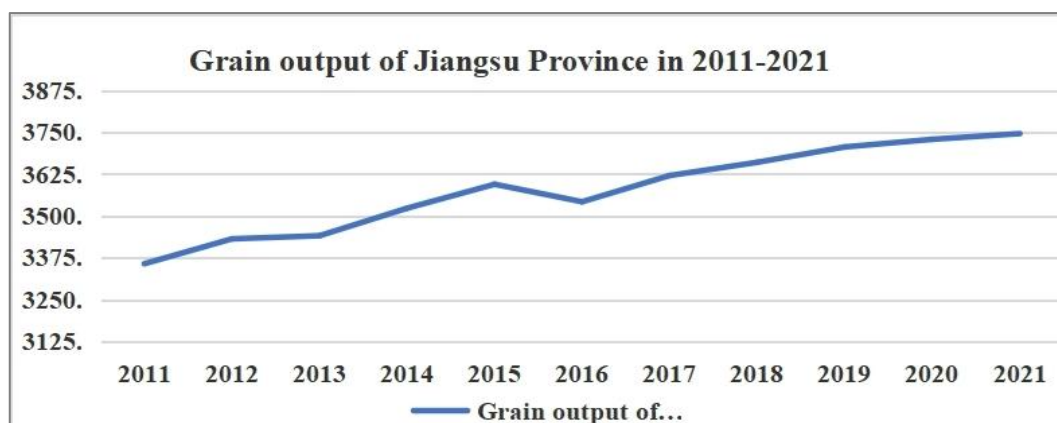


Figure 3: Grain output of Jiangsu Province in 2011-2021

Jiangsu is both a big economic province and a big agricultural province, which has unique advantages in developing high-standard agriculture. As shown in the figure, in the decade of 2011 to 2021, the grain output of Jiangsu province has been growing steadily, from 33.571 million tons in 2011 to 37.461 million tons in 2021. Since the 13th Five-Year Plan, the grain output of Jiangsu province has been stable at more than 35 billion kg, and 3.8% of the national farmland has produced 5.5% of the national grain, realizing the total grain balance, self-sufficiency, and surplus. Province grain sown area is stable at 5.333 million hm^2 (80 million mu), has formed the southern, central, and northern grain output 1:3:6 pattern, wheat, rice crops accounted for 88%, 2020 good taste rice area has exceeded 40%, the agriculture is given priority to with grain, grain production layout and variety structure optimization.

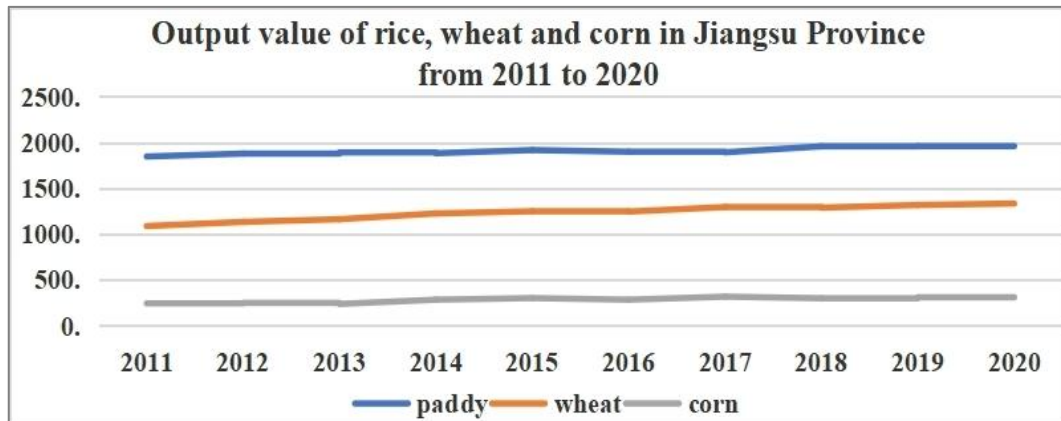


Figure 4: Output value of rice, wheat, and corn in Jiangsu Province from 2011 to 2020

As shown in Figure 4, in grain production, rice, wheat, and corn in Jiangsu province in 2011-2020 years of output in a relatively stable state, with no significant growth or decline, the growth rate of rice, wheat, and corn is 4.62%, 22.62%, and 2.62% respectively, to ensure the grain 110.5% in Jiangsu province, not only realized the self-sufficiency in the province, as a big agricultural province, actively promote foreign supply, made important contribution to ensure national food security. In 2022, Jiangsu Province will increase the policy support for grain production, introduce 16 policies of financial and financial support for agriculture, and arrange 6.5 billion yuan of agriculture-related funds to support grain production. Under this policy, it is expected that the grain in Jiangsu Province will also show a small and slow growth in the future.

2.2.4 Technical environment analysis

The core technology of pulse dust collector is mainly the surface filtration technology and the technology of reducing air leakage rate. Through the major investment in the research, development, and production of high-temperature resistance and corrosion-resistant special fiber and filter material, the localization of high-end fiber drives the development of domestic high-end filter material, which makes the core technology of dust collectors a breakthrough. In the past two years, technology has enabled artificial intelligence, big data, cloud computing, 5G, and others to gradually transition from tier 1 and 2 tier cities to tier 3 and 4 tier cities, realizing the popularization of technology experience in the dust removal equipment industry. Domestic pulse dust removal key technology development also presents the following characteristics: new filter technology application, pulse bag dust removal system intelligent network technology made significant progress, fold filter bag new product development success, pulse dust removal key technology in the network, structural transformation of the combination, and innovation. With the continuous development of pulse dust collector technology, in addition to the standardization requirements of pulse dust collectors, enterprises have been able to produce special products that can meet the different needs of customers. In terms of the key technology of pulse dust removal, higher dust removal efficiency and lower dust removal concentration are the general trends of the development of dust removal equipment, and the development trend of pulsed dust removal technology will be concentrated in the future.

3. INDUSTRY ENVIRONMENT ANALYSIS

3.1 Existing industry competitors

As one of the "four major economies" of Liyang city, "agriculture and animal husbandry machinery" enterprises, Changzhou city has more than 70 mechanical and electrical enterprises, and Liyang city has two large mechanical and electrical machinery enterprises: Buller Machinery Equipment Co., Ltd. and Zhengchang Group. Buller is an 80% Sino-foreign joint venture controlled by the Swiss Buller Group which invested 200 million yuan in Liyang city in 2004. The main single equipment produced by the company includes crusher and ultra-micro grinding machine series equipment, mixing machine series equipment, expansion machine and expander series equipment, cooling machine, crushing, grading screen series equipment, stabilizer, dryer, spraying machine and packaging scale series equipment, forage grain processing equipment, building block feed processing equipment, compound fertilizer processing series equipment, cleaning, iron removal, and dust removal series equipment; conveying and other general equipment. Take the dust removal machine as an example. Although dust removal machinery is only

a branch of Buler's production line, the sales price of a similar type of dust collector is only about 25% of Buler's sales price. This shows that the competition in the whole industry is still relatively fierce, although there are some differences between the dust removal machine model of Jiutai Electromechanical and Bull, the overall competitiveness of Jiutai Electromechanical is still relatively weak.

3.2 Analysis of substitutes

The substitutes for pulse bag dust collectors mainly include electrostatic precipitators, cyclone dust collectors, wet dust collectors, etc. Compared with this dust removal equipment, the disadvantages of pulse bag dust collector mainly on the one hand equipment resistance, body resistance of about 1500Pa, need to increase the induced fan motor power, on the other hand, to purify explosion risk or spark dust gas need explosion-proof measures, in addition, products need 2~4 years to replace the bag, foreign bag investment cost is higher. But the pulse bag type dust collector cannot be replaced, in addition to the pulse dust collector has strong adaptability, simple structure, no-stop maintenance, and multiple advantages, from the market aspect, pulse bag type dust collector relative to other dust collector equipment for a high price, bag filter development for many years, process is very mature, in comparison is a kind of cost-effective dust removal equipment. Especially now, a variety of new materials, and the continuous application of new technologies, including domestic alternative materials continue to join in, so that the whole cloth bag filter cost is more affordable, and the service life is longer. Secondly, the dust removal efficiency of the pulse bag dust collector is very high. After reasonable selection design, according to the continuous dust characteristics, the dust removal efficiency can reach more than 99%, there is no secondary pollution, and the dust can be recycled, truly clean, and pollution-free production. This is what many others of the same type of dust removal equipment can not do. Finally, the pulse bag dust collector is a relatively more reasonable investment, and the income is higher. At present, the cloth bag dust collector is less investment, the effect is relatively fast, the maintenance cost is lower, and the failure rate is very low, which is the most widely used in the field of dust removal.

3.3 The bargaining ability of the buyers

According to the analysis, the sales products of Jiutian Mechanical and Electrical Company are divided into four categories, taking the main supply situation of the main models in 2021 as an example. As can be seen from Figure 5, 185 machines of TBXL40 were sold in 2021. Among them, 165 were ordered by Wuxi Fengshang Group, accounting for 90% of the total; 4 were supplied to Wuxi COFCO, reaching 2% of the total order; the remaining 8 were purchased for 8%. The above data show that the order volume of Wuxi Fengshang accounts for nearly 100%, and Jiutai Electromechanical is too dependent on Fengshang's orders, so Fengshang's bargaining ability is high. In fact, according to the research, we know that the pulse dust removal machine TBXL40 machine is supplied to Fengshang Company for a price of 25,500 yuan per unit. This price is the price directly given by Fengshang, and the profit margin of one is about 10% to 15%. That is to say, nine days of electromechanical in this machine for Fengshang has no bargaining power. In facing other small and medium-sized companies, the price of this machine is about 30,000 yuan, the profit margin can reach about 40%, and the bargaining ability of small and medium-sized enterprises is relatively low. However, because the transaction proportion is relatively low, so overall, in nine days electromechanical can quickly find a large number of orders from other small and medium-sized enterprises, otherwise the buyer bargaining ability is still high.

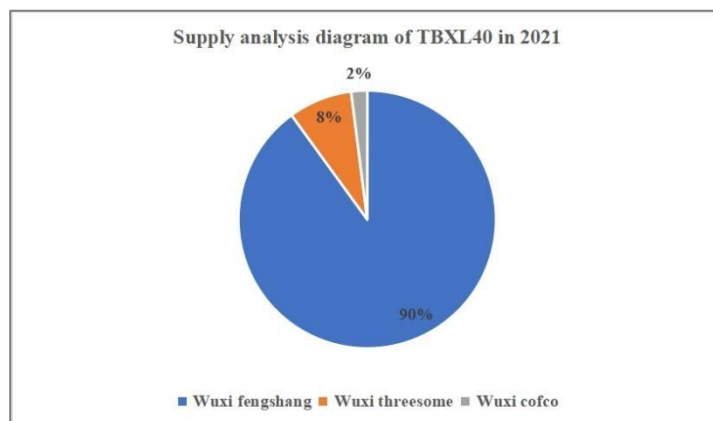


Figure 5: Analysis of TBXL40 supply in 2021

3.4 The gaining ability of suppliers

The main sales products of Jiutian Mechanical and Electrical Company are pulse dust removal machines, and the raw materials required (such as solenoid valve, solenoid pulse valve, air extraction valve cylinder, and origin triad components) are partly dependent on external purchase. Due to the large size of these parts, Higher transportation costs, Nine days company can choose suppliers limited to Liyang City, Considering the standardization requirements of the product, There are not many major suppliers, The smaller the number of suppliers, Nine days of greater dependence on suppliers, The stronger the bargaining power of suppliers; at the same time, Suppliers also to Changzhou Buler, Zhengchang Group and other large, medium and small enterprises to provide pulse dust collector, grinder, expansion machine, granulator and other machine required accessories, Many buyers and have good relationships with them, Large purchase quantity, a great variety, There is a stable demand market, And Nine days, as a small private enterprise, It is mainly a pulse dust removal machine, The product category is relatively single, Order quantity is limited, Compared with large-scale and high-demand companies such as Buller, Nine days of raw materials, under these circumstances, Suppliers have stronger bargaining power.

3.5 Analysis of potential entrants

The threat of potential competitors mainly depends on economies of scale, capital demand, product differences, and administrative regulation factors. Because Liyang feed machinery enterprises are mainly headed by cloth and change groups, involving several livestock feed processing equipment, has a complete system of feed research and development and processing, technology is relatively mature, and the company has a long time, strong capital, and has a brand effect, such as is chang group with a hundred years of history, its multiple branches, not only involving machine research and development, but also involves livestock feed research and development, grain and oil, real estate and other fields, and nearly 80 years, belongs to the sino-foreign joint venture, so the two big enterprises for feed processing machinery market coverage, large economic scale, and high market share.

Although the Liyang city government's research and development of innovative enterprises have relevant preferential policies, because the technology is relatively mature, and wants to carry out the innovation of product differentiation, on the one hand, on the other hand, is the investment funds, for start-ups or small and medium-sized enterprises difficulty and risk, not in the short term and the homogeneous enterprise around, may appear slow development situation. Based on the above analysis, the new threat to the feed processing machinery industry is small.

4. INTERNAL ENVIRONMENT ANALYSIS

4.1 Personnel structure analysis

By November 2022, there are 55 employees, 23 management departments, including 1 general manager, 1 deputy general manager, and administrative and human resources department (including finance Department) 3 people, 1 sales department, 3 engineering department, 6 technology R & D department, 6 purchasing logistics department, 2 production management department, 32 department-level technical workers, namely, 32 people in the production workshop. Among them, the technical personnel are mainly from other large mechanical and electrical enterprises such as (Buller Machinery Co., Ltd.) and senior technical personnel. Only five to six managers have a bachelor's degree or above.

It can be seen from the personnel structure that the whole company pays more attention to technology research and development. The technology sector has the highest percentage of the total management population, reaching 26% of the total population. The staff of the technical department are all high-end technical talents with many years of scientific research experience. However, there are many problems in the personnel structure of the company: First, the educational background of the whole management is poor, and the proportion of personnel with bachelor's degrees is only 21.7%. Personnel with a bachelor's degree or above are 0 and lack highly educated talents. The company's attraction of highly educated talents is completely insufficient, making the company lack of "sardine effect" type of healthy competition, the lack of internal vitality, the low enthusiasm of employees, and the inability to fully mobilize their subjective initiative and produce new ideas. Second, because the enterprise scale is small, need to save human resources-related costs, after-sales related problems directly by the technical department personnel, there is often technical personnel need to face three to four supply enterprise after-sales problems, leading to staff positioning is not accurate, not in new technology, new products, which cannot do research and development and fast and quickly solve the problem of after-sales situation of the two head. Modern mechanical

and electrical industry technology is developing with each passing day, only by constantly improving the technology, can grasp the direction of the market in the torrent, and reduce the chance of enterprises being eliminated. The direct and blind integration of technology and sales, which is contradictory with the company's concept of attaching importance to technology research and development, and is easy to aggravates the work pressure of technical personnel. In addition, in the case of severe industry competition, the quality of after-sales service is more important for small and medium-sized enterprises. The improvement of service levels can enhance the competitiveness of enterprises. Third, at the present stage of the whole workshop technical personnel belong to the primary technical personnel, enterprise training less, cause workshop personnel technology cannot improve, low efficiency, because the enterprise has just started, the number of orders did not reach a larger scale, so, in the short-term impact on the enterprise is not strong, but the enterprise to seek improvement in stability, this is bound to become a big problem.

4.2 Business situation analysis

Changzhou Jiutian Electromechanical Co., Ltd. from 2020-2022 (December 2022 accounting) sales revenue (excluding tax) is shown in the table below:

Table 1: Sales revenue of nine days from 2020 to 2022

	2020	2021	2022
Sales revenue (RMB ten thousand yuan)	750	1794	2100
Sales volume (Taiwan)	85	184	150
Main sales products	Pulse dust collector: TBXL40		

The sales strategy of Nine Days company is to order first and then do, that is, to set the product quantity and negotiate the requirements with the buyer first, and then start production. This strategy not only avoids the backlog of raw materials and inventories but also reduces storage costs, indirect costs, and labor costs. As can be seen from Table 1, the sales revenue of the nine past three years increased year by year, and the sales volume was also rising. Although the epidemic control policy of 2022 caused the closure of the factory for a period, which affected the sales volume of products, the sales volume has not changed much than in 2021. In 2021, the patent application was made for the patent application of the pulse dust removal machine (TBXL40). Recently, enterprises have been applying for Changzhou high enterprise qualification.

4.3 Internal management analysis

Through the investigation, we found that although the approval management process in procurement, production, inspection, sales, finance, and other aspects is relatively rigorous, the enterprise does not have a perfect management mechanism and management system, and is still in the traditional management mode. Management ideas, management methods, management methods, management process, management talent, and other aspects of no detailed plan. As the personnel in the procurement and sales departments include some employees who are relatives of senior managers, the company has not improved the corporate governance structure and has established a set of standardized and effective power checks and balances mechanisms to prevent the occurrence of internal personnel control problems. At present, the management mode of the enterprise is still the family management mode. On the one hand, it makes the personnel management of the enterprise relatively chaotic, there will be the phenomenon of unclear responsibility, and the relationship between stakeholders is chaotic. It is difficult to improve core competitiveness; on the other hand, it is difficult to conduct year-end performance appraisals for employees, so with the trial stage in 2022, core talents cannot be identified and used to make more efficient personnel decisions.

4.4 Corporate culture analysis

The core enterprise spirit of the company is "freedom, unity, and endeavor". Through the publicity of the company manual, the internal unity is increased to some extent, and the core cohesion of the enterprise is improved. Corporate vision "Provider of major solutions in the food industry; it is the benchmark of the domestic food industry; leader in the domestic food industry" does directly copy "Buller Machinery Limited" and "Zhengchang Group". Although the company is still in its infancy, it is difficult to form its own unique company culture as soon as possible to form the characteristics of the enterprise and hinder the long-term healthy development of the enterprise.

5. STRATEGIC CHOICE

Strategic management is a process of high interaction between various aspects within the enterprise, which requires the effective coordination of various functional areas within the enterprise. Correct development strategy, can ensure the correctness of the enterprise development direction, consolidate the industry position, strengthen its core competitiveness, help to optimize the integration of enterprise human resources, improve the efficiency of the enterprise, various department managers and staff work together, and provide ideas and information, strengthen the coordination and communication within the organization, and form the enterprise unique soft power, and help to build brand image, clear target market, clear strategy helps to build brand image, establish their own unique enterprise identity. Through the analysis of nine days of mechanical and electrical, we know that for the company's main sales product dust collector TBXL40 profit margin, is relatively small, and due to the small supply of nine days of mechanical and electrical machinery in abundant supply proportion is small, belong to the inverted relationship, once abundant is choose to terminate cooperation, so for the whole nine days electromechanical overall profits will produce a bigger blow. In this case, we can improve the profit margin of the enterprise through cost control. More importantly, we can establish an integrated service process, improve the service quality, optimize the transaction experience of Fengshang, enhance the close degree of cooperation with Fengshang, and further expand the supply block in Fengshang. In addition, based on maintaining the cooperation with Fengshang, we should also develop the transformation of products to form differentiated competition, improve the core competitiveness, and stand out in the competition of homogeneous companies.

6. STRATEGY IMPLEMENTATION AND CONTROL

Strategic control and strategic implementation processes are carried out at the same time. Its main purpose is to make the results of strategic implementation consistent with the goals set by the enterprise. At the same time, when the effectiveness of the enterprise strategy is reduced in the implementation process, the enterprise can timely adjust or reformulate the strategy and do a good job in advance, during and after the event.

6.1 Raw material cost

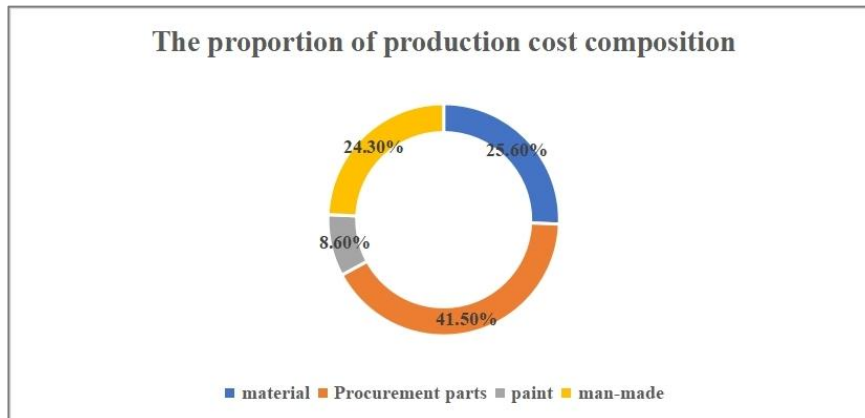


Figure 6: Proportion of production cost composition

Under the condition that the bargaining ability with consumers is 0, Changzhou Jiutian Mechanical and Electrical Equipment Co., Ltd. has turned its eyes to the cost of the product itself. We can see from Figure 6 that purchasing cost accounted for nine days 41.50% of the total cost of the electromechanical pulse dust, the proportion is higher, so the enterprise can from the upstream of the product purchasing parts, by controlling the main cost drivers of the enterprise, namely on the parts purchase, using the management of the social network relations, under the condition of "family" enterprise supply achieved larger cost advantage, the company is no longer subject to customer pricing restrictions, for the company provides a larger profit space. On the one hand, Changzhou Jiutian Mechanical and Electrical Equipment Co., Ltd. has obtained lower-cost parts from "family" enterprises, reducing the production cost of enterprises; on the other hand, "family" enterprises have thus obtained long-term orders and stable capital inflow, which to a certain extent has achieved "win-win" for both sides. For example, the core products, pulse dust collector production total five steps, each step to filter bag frame, solenoid valve, solenoid pulse valve, valve cylinder, and origin triad and other important components, solenoid valve in other enterprises and "family" enterprise price difference is 15 yuan/piece, the gas valve cylinder price difference is 70 yuan/piece,

etc., in general, the total cost of a pulse dust collector can reduce 2500 yuan, cost is 89% before, in the upstream product effectively reduce the sales cost of the unit product.

6.2 Cost of sales

Enterprises usually have a variety of channels to acquire customers, such as recruitment of sales personnel, offline rental billboards, online use of new media or star effect advertising, and other ways, the sales cost, and advertising costs brought by these methods are also a large expense. Given the limited economic strength of Jiudays, the company mainly uses interpersonal management relationships to open up sales channels. Some of the employees of Jiudays are former staff of Buller Group, For a certain communication and understanding of existing customers or sales employees of other enterprises such as Buller, Therefore, it can accurately analyze the buyers who are suitable for nine days and cooperate with them, No need to obtain buyer information from tripartite intermediaries such as headhunting, Reduce the cost of screening information; At the same time, nine days for a long-term and stable cooperative relationship, On the one hand, it has developed a unique model of machine matching with the partners, On the other hand, increase the discounts, By reducing profits in exchange for a steady stream of orders, Thus reducing transaction costs and coordination costs, And then reduce the cost of the downstream sales chain, To achieve the effective control of the sales cost.

6.3 Quality of service quality

The pulse dust removal equipment market is relatively saturated, instead of many products, although nine days of mechanical and electrical products have design patents, due to the lack of brand effect, the abundant supply is small, nine days mechanical and electrical so in consulting, production, inspection, sales, and after a series of processes, set up for abundant is service services, to facilitate and abundant is personnel directly docking. At the same time improving the customer experience of Fengshang, in terms of product research and development, customization, and price, it has also formed the specificity of manufacturing for Fengshang and further strengthened the cooperation and stickiness with Fengshang.

6.4 Diversified development

Based on maintaining and further developing the cooperation with Fengshang, the research and development and diversified development of Jiudays are also being carried out simultaneously. After the investigation of the whole market, Jiudays chose chocolate machinery research and development as the next stage of development. Many food companies in Liyang City have a certain demand for chocolate-related machinery, and the market saturation of chocolate machinery is relatively lower than that of dust removal equipment, the competition is relatively small, and the profit is higher. At present, Jiutai Electromechanical has obtained 50 sets of chocolate machinery orders from all 3 branches of "Luxi River", a well-known enterprise in Nanjing. It is expected that there will be further development in the research and development and sales of chocolate machinery in the future, to break the sales situation of dust removal equipment.

7. OPTIMIZATION AND SUGGESTIONS

Through the above analysis of Jiuli Electromechanical, the following optimization suggestions are put forward:

- (1) Establish a standard personnel management system, improve the assessment system as soon as possible, strengthen personnel management, clarify the responsibility boundaries of different employees, and improve work efficiency.
- (2) Establish an after-sales department, sort out the after-sales problems, reasonably connect with the R & D department, reduce the extra workload of R & D personnel, strengthen the focus on research and development, and improve the core competitiveness of the company.
- (3) Actively expand the offline and online markets, strengthen the cooperation with other enterprises and break the price control of Fengshang.
- (4) Promote the diversified development of products. Because the market of pulse dust removal machines is relatively too saturated, to break this fatigue, other products, such as chocolate machines, can be developed and improved while stabilizing the sales volume of dust collectors.

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