V. N. KARAZIN KHARKIV NATIONAL UNIVERSITY

Educational and Research Institute “Karazin Business School”

Department of Management and Administration

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Li Miao Li Miao

Supervisor: Valeriia V. DYKAN

Doctor of Economics, Professor

Reviewer: Viktoriia OVCHYNNIKOVA

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V. N. Karazin Kharkiv National University

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APPROVED BY
Head of Department


_____ Volodymyr RODCHENKO
signature name, last name

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TASK
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Li Miao
(last name, name of the student)

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Supervisor: Dykan Valeriia V., Doctor of Economics, Professor
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1. Explain the definition of enterprise competitiveness.
2. Emphasize the importance of enterprise competitiveness.
3. The method of enterprise competitiveness is evaluated.
4. The management strategy of enterprise competitiveness is studied, and the corresponding practical cases are analyzed in detail.

5. Put forward suggestions on improving enterprise competitiveness management, and pointed out the development direction of enterprise competitiveness management.

4. Work plan

№	Stages of work
1	Approval of the thesis content
2	Preparation of the thesis' first section
3	Completion of the first section according to the supervisor recommendations. Writing the thesis' second section
4	Completing of the second section according to the supervisor recommendations. Preparation of the thesis' third section
5	Completing of the third section according to the supervisor recommendations. Preparation of a report for a scientific conference
6	Writing of the introduction, conclusions of the thesis. Making references list
7	Submission of the thesis to the Department of Management and Administration

5. Date of assignment issue " 30" June 2023 year

Student Li Miao Li Miao
Signatur name, last name

Supervisor Valeriia V. Dykan
signature name, last name

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INTRODUCTION

In recent years, enterprise competitiveness has become an important concept of enterprise management and development. Under the background of globalization and increasingly fierce market competition, improving the competitiveness of enterprises has become the key to long-term survival and development of enterprises. Facing the more and more fierce competition environment, enterprises need to explore and improve management methods constantly to improve their competitiveness.

However, there are relatively few researches on improving the competitiveness of enterprises. The existing research mainly focuses on a specific aspect, such as marketing, human resource management and so on. The lack of overall systematic research makes enterprises face the dilemma of how to comprehensively use various management means to improve their competitiveness in practice. Under the background of globalization and the rapid development of information technology, enterprises are faced with great challenges in market, technology, talent and so on. To stand out in the competition, an enterprise must have effective management ability and strategy. Therefore, it is necessary to conduct a comprehensive and detailed study to explore the management methods and strategies to improve the competitiveness of enterprises, and provide theoretical and practical guidance for enterprises to achieve sustainable development.

The research shows that good competitiveness management can help enterprises increase market share, reduce costs, enhance product competitiveness, and gain a dominant position in the competitive market. However, at present, there are some challenges and difficulties, such as the uncertainty of market changes, the speed of technological innovation, the challenge of human resources, etc., which pose a certain pressure on the improvement of enterprise competitiveness.

Therefore, the purpose of this study is to explore the management strategies to improve the competitiveness of enterprises and provide effective methods and suggestions for enterprises. By studying the successful cases and experience of different enterprises, as well as the evaluation methods and index analysis of the competitiveness of enterprises, it will help to find and summarize the effective path and experience to improve the competitiveness of enterprises, and provide theoretical and practical guidance for the development of enterprises.

The object of study is the problems and phenomena arising in the social, financial or technological economic activities of enterprises.

The theme of the research is to enhance the competitiveness of enterprises in the market by exploring the management theory and strategy of enterprises.

The goal of the research is to form a set of effective management strategies to enhance the competitiveness of enterprises in the market. In order to achieve this goal, we need to deeply study the problems and related phenomena arising from the social, financial or technological economic activities of enterprises, and analyze their impact

on the competitiveness of enterprises. At the same time, we also need to explore the enterprise management theory and strategy, in order to formulate a comprehensive and effective management program. To achieve this, as shown in Figure 1.1, set up and solve the following tasks:

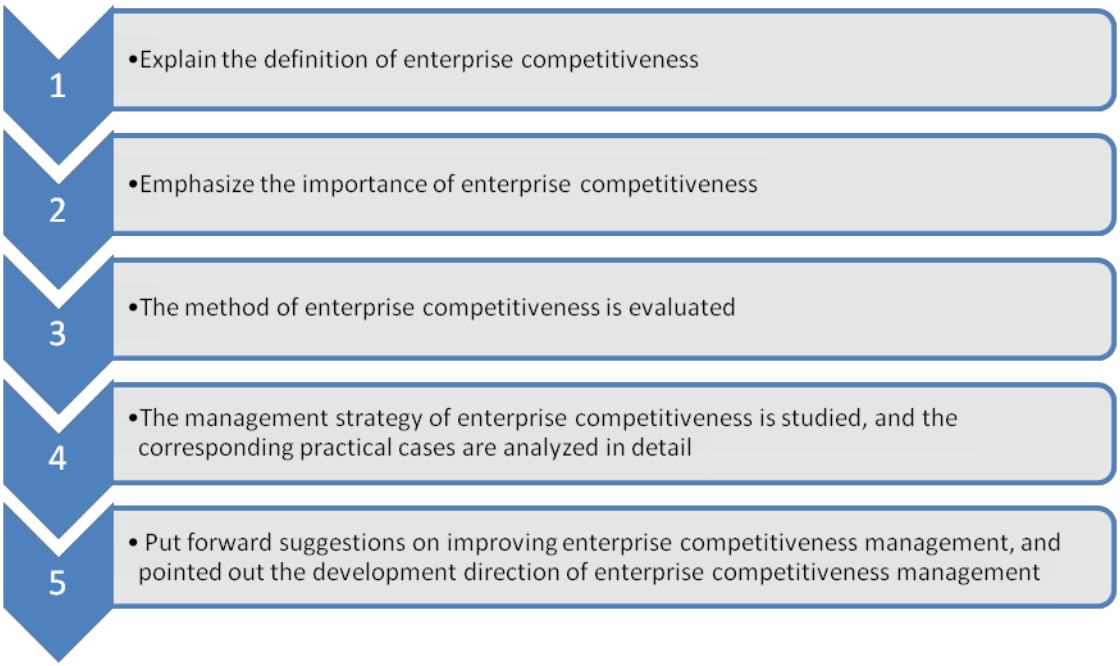


Figure 1.1- With this goal in mind, set and solve the following tasks

1. Explain the definition of enterprise competitiveness

2. Emphasize the importance of enterprise competitiveness

3. The method of enterprise competitiveness is evaluated

4. The management strategy of enterprise competitiveness is studied, and the corresponding practical cases are analyzed in detail

5. Put forward suggestions on improving enterprise competitiveness management, and pointed out the development direction of enterprise competitiveness management.

The scientific novelty of research results requires innovation in research methods,

research objects, research perspectives, research conclusions and research applications to promote the development and practice of enterprise competitiveness management.

The scientific research method used in this paper is case study method: as shown in Figure 1.2,Case study method is a commonly used empirical research method. Through the five steps of selecting research objects, collecting data, analyzing data, summarizing cases and making suggestions, the competitiveness management practice of one or more enterprises is deeply studied, and the reasons for its success or failure are analyzed, so as to provide reference and inspiration for other enterprises. The case study method needs to analyze the actual situation of the enterprise in depth and detail, select representative and typical research objects, and ensure the effectiveness and reliability of the research results.



Figure 1.2-Five steps of the case study method

The research shows that good competitiveness management can help enterprises increase market share, reduce costs, enhance product competitiveness, and gain a dominant position in the competitive market. However, at present, there are some challenges and difficulties, such as the uncertainty of market changes, the speed of technological innovation, the challenge of human resources, etc., which pose a certain pressure on the improvement of enterprise competitiveness.

Therefore, the purpose of this study is to explore the management strategies to improve the competitiveness of enterprises and provide effective methods and suggestions for enterprises. Through the evaluation method and index analysis of enterprise competitiveness, it will help to find and summarize the effective path and experience to improve enterprise competitiveness, and provide theoretical and practical guidance for the development of enterprises.

The significance of this study is to provide effective management strategies to improve the competitiveness of enterprises, and to discuss the evaluation methods of enterprise competitiveness. Through the analysis and summary of the enterprise, it can provide reference for other enterprises to improve their competitiveness and gain a dominant position in the market. In addition, this study can also provide academic circles with research results on enterprise competitiveness management, and provide a new perspective and theoretical basis for academic research.

To sum up, this study will provide practical methods and ways for enterprises to promote the promotion and sustainable development of enterprise competitiveness through the overview of enterprise competitiveness and management strategies to improve competitiveness. This is of great significance to the development of enterprises and the prosperity of the national economy.

SECTIOM ONE. OVERVIEW OF ENTERPRISE COMPETITIVENESS

1.1. Definition of enterprise competitiveness

Enterprise competitiveness is the brilliance of a round of fierce battles on the stage of business, and it is the decisive way to win the success or failure of enterprises. From the perspective of industry, enterprise competitiveness can be interpreted as the ability of an enterprise to obtain resources, technology and market position in a specific industry. This capability includes but is not limited to the enterprise's market share, brand value, product quality and innovation ability. From the perspective of resources, enterprise competitiveness can also be defined as the enterprise's ability to acquire and utilize resources. Resources can be capital, manpower, equipment, technology, etc. Through reasonable allocation and effective use of resources, enterprises can improve their own production efficiency and market response ability, so as to enhance competitiveness. From the perspective of management, enterprise competitiveness can be regarded as the ability of enterprises to formulate and execute strategies. This includes the aspects of enterprise innovation management, optimization process management, human resource management, customer relationship management, supply chain management and strategic management.

Effective management can make enterprises more adaptable to changes in the environment and market demand, so as to gain an advantage in competition.

The temple of competitiveness is not a smooth road, it requires enterprises to devote themselves to continuously improve their core competitiveness, and maintain sensitive insight in the changing business arena. Enterprises should always look forward to the market dynamics, flexibly respond to changes, and demonstrate extraordinary adaptability and strategic judgment. Enterprises should always look forward to the market dynamics, flexibly respond to changes, and demonstrate extraordinary adaptability and strategic judgment.

To sum up, enterprise competitiveness refers to the ability of enterprises, as the main body of market competition, to compete for resources, market, customers, occupy the market and obtain profits in the process of market competition under the conditions of market economy. The definition of enterprise competitiveness covers many aspects.

First of all, enterprise competitiveness is a comprehensive concept, it includes the enterprise's market position, product and service quality and characteristics, resource allocation and utilization efficiency, brand value, innovation ability and many other elements. The strength of an enterprise's competitiveness depends not only on the advantages of a certain element, but also on the synergies of all aspects. These factors interact and influence each other, and jointly determine the performance of enterprises in the market competition. Second, it is derived by comparing with

competitors. The level of competitiveness of an enterprise is closely related to the performance of its competitors. Enterprises need to continuously improve their competitiveness to ensure that they occupy a favorable position in the market competition. Thirdly, enterprise competitiveness is dynamic, and it will change with the changes of time and market environment. Market competition is an ever-changing process, and enterprises need to flexibly adjust their competitive strategies and resource allocation to adapt to the ever-changing market demand and competition pattern. Finally, the competitiveness of enterprises is sustainable development, which requires enterprises to have long-term competitive advantages and be able to maintain them continuously. A sustainable competitive enterprise needs to have the advantages of strategic vision, innovation ability, brand influence, management level, cultural values, etc., in order to achieve sustainable development.

In short, As shown in Figure 1.3，the definition of enterprise competitiveness covers many aspects such as comprehensiveness, relativity, dynamics and sustainability. Enterprises need to continuously improve their competitiveness to ensure success in market competition and achieve long-term profit growth.

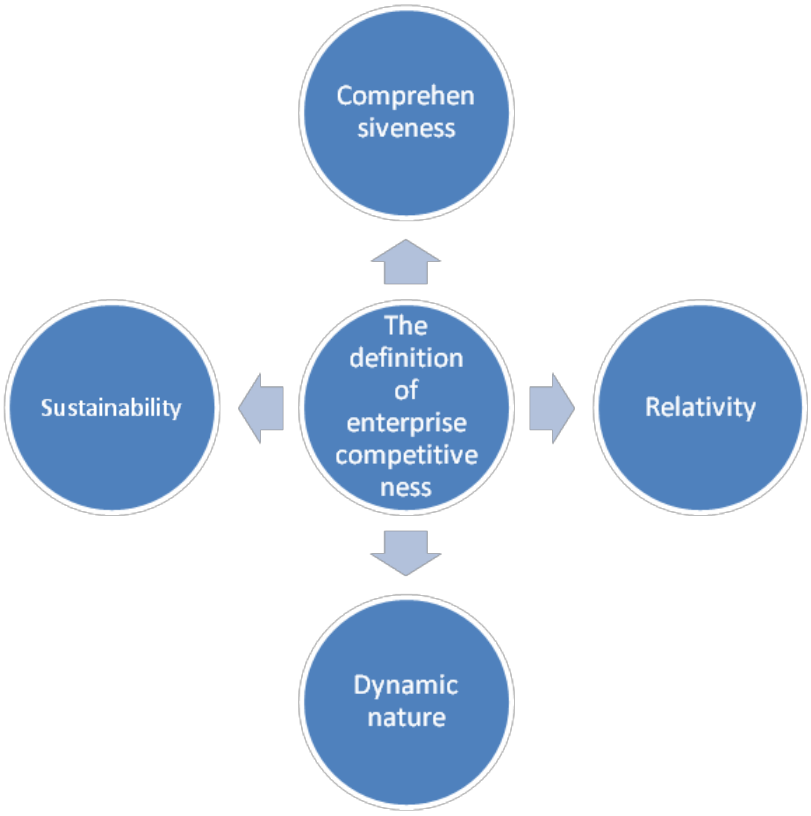


Figure 1.3- Enterprise competitiveness covers five aspects

1.2. The importance of enterprise competitiveness

In today's society, the importance of enterprise competitiveness is very significant. Enterprise competitiveness plays a decisive role in the development and long-term success of enterprises.

First of all, effective corporate competitiveness helps enterprises to establish themselves in the market and differentiate themselves from other competitors.

Through unique corporate strategy and market positioning, enterprises can stand out in the highly competitive business environment. Merely relying on the quality of products or services is not enough, enterprises also need to meet consumer demand through innovation, marketing and other aspects of differentiation, so as to win more market share. Second, competitive businesses are more likely to have sustained development and growth. Enterprise competitiveness is not only the temporary competitiveness, but also the embodiment of long-term strategic planning and management strategies. By continuously improving operational efficiency, reducing costs, training high-quality employees and other measures, companies can maintain a competitive advantage in the market and achieve sustainable development. In addition, the competitiveness of enterprises has an important impact on economic development and the increase of employment opportunities. Competitive enterprises are often able to absorb more labor and create more job opportunities, thus promoting economic growth. At the same time, the improvement of the competitiveness of enterprises also helps to promote the optimization and upgrading of the industrial structure, and promote the improvement of the quality and efficiency of the entire industrial chain. Finally, the importance of enterprise competitiveness is also reflected in the enhancement of corporate image and brand value. Competitive enterprises are often able to establish a good corporate image and establish a reliable brand. A good corporate image and brand value can not only attract more consumers to choose the company's products or services, but also improve the market competitiveness and

profitability of the company. As shown in Figure 1.4,The importance of enterprise competitiveness is reflected in the following six aspects:

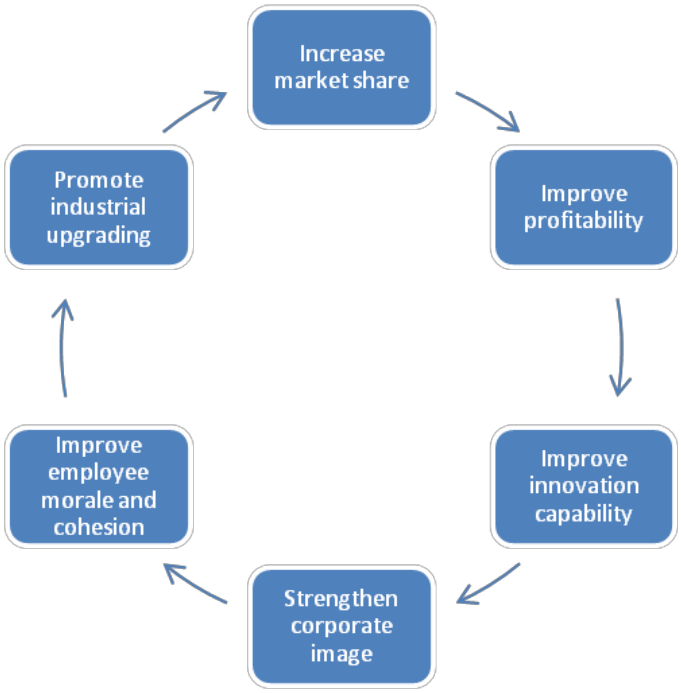


Figure 1.4-The importance of enterprise competitiveness is reflected in six aspects

1. Improve market share: Companies with strong competitiveness are often able to better meet market demand and have more resources and capabilities to expand market share. By offering competitive products and services, companies are able to attract more consumers and maintain a competitive edge.

2. Improve profitability: the improvement of enterprise competitiveness can bring higher market pricing power and profit margin. A competitive business is usually able to sell its products or services at a higher price, while at the same time increasing customer satisfaction by improving product quality and value-added services, thus achieving higher profitability.

3. Improve innovation ability: the improvement of enterprise competitiveness requires continuous innovation and improvement. The competitive market environment requires companies to constantly introduce new products, new technologies and new services to meet the changing needs of consumers. Through continuous innovation, companies are able to maintain a competitive edge and drive the development of the industry.

4. Strengthen the corporate image: competitive enterprises enjoy a good reputation and image in the market. The improvement of the competitiveness of enterprises can enhance the recognition and trust of consumers for enterprises, so that they can establish sustainable brand value and reputation in the market. A good corporate image helps attract more partners and investors and further improve the competitiveness of enterprises.

5. Enhance employee morale and cohesion: the improvement of enterprise competitiveness can bring more opportunities and challenges, which helps to stimulate the enthusiasm and creativity of employees, and enhance the cohesion and sense of belonging of employees.

6. Promote industrial upgrading: the improvement of enterprise competitiveness is not only beneficial to the enterprise itself, but also can promote the upgrading and innovation of the entire industry. Highly competitive enterprises are often able to lead the development direction of the industry, drive the improvement and collaborative development of related enterprises and upstream and downstream enterprises in the

supply chain, and promote the competitiveness of the entire industry.

In short, the importance of enterprise competitiveness can not be ignored. By establishing a differentiated strategic positioning, implementing effective management strategies, and improving the quality of products and services, enterprises can establish a competitive advantage in the market and achieve sustained growth and success. To continuously enhance the competitiveness of enterprises is the key to the sustainable development of enterprises.

1.3. Evaluation methods of enterprise competitiveness

The evaluation of enterprise competitiveness is an important means to measure the ability and performance of enterprises relative to competitors in the market competition. By evaluating the competitiveness of enterprises, it can help enterprises understand their competitive position in the market, find their strengths and weaknesses, and take corresponding measures to enhance their competitiveness. There are a variety of methods that can be used when assessing the competitiveness of a business. As shown in Figure 1.5，here are some common assessment methods:

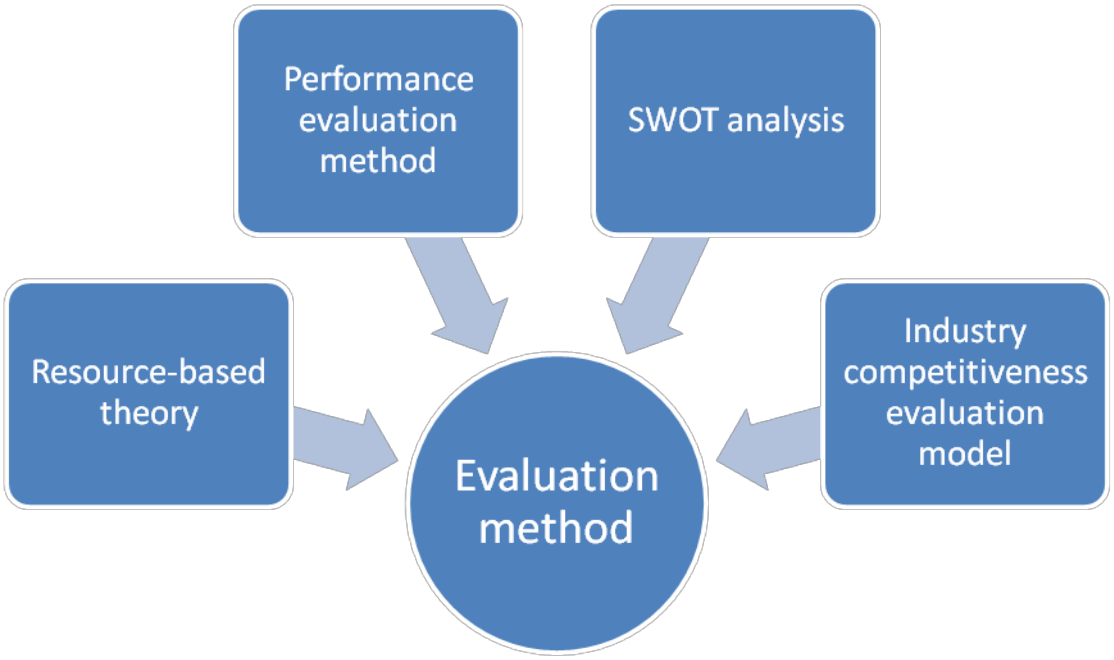


Figure 1.5- Common enterprise competitiveness evaluation methods

1. Resource-based theory: Resource-based theory is a strategic management theory, which emphasizes that the internal resources and capabilities of enterprises are the key factors for enterprises to obtain competitive advantages. This theory holds that an enterprise's competitive advantage comes from its unique resources and capabilities, which are difficult to imitate, and can create value for the enterprise. When evaluating the competitiveness of enterprises, we can understand the advantages and disadvantages of enterprises in the market by analyzing the resource allocation and capability development of enterprises, and determine the core competitiveness of enterprises.

2. Performance evaluation method: Performance evaluation method is the method used by enterprises to evaluate the overall performance of employees and teams. This method evaluates the performance of enterprises, helps enterprises find

problems and gaps, and judges the competitiveness level of enterprises. Common indicators include market share, sales, profit margin, customer satisfaction, etc. The performance evaluation method can objectively reflect the competitiveness level of enterprises, help enterprises to analyze their own advantages and disadvantages, and formulate corresponding competitive strategies.

3. SWOT analysis: SWOT analysis is a commonly used competitiveness assessment method, which evaluates the competitiveness of enterprises by analyzing their strengths, weaknesses, opportunities and threats. SWOT analysis can help enterprises understand their own competitive advantages and disadvantages, find opportunities and threats to cope with changes in the market environment, help determine the strategic direction of enterprises, formulate corresponding plans and adaptive competitive strategies, utilize advantages, overcome disadvantages, seize opportunities and cope with threats, so as to achieve sustainable development and enhance the competitiveness of enterprises.

4. Industry competitiveness evaluation model: The industry competitiveness evaluation model is a tool used to evaluate the competitiveness of enterprises. The model mainly evaluates the competitiveness of enterprises in the industry to judge the competitive position of enterprises in the industry. The commonly used industry competitiveness evaluation models include Porter's Five forces model and Macintosh model. By analyzing factors such as industry competition pattern, industry development trend and market demand, the competitiveness level of enterprises in the

industry can be evaluated, and corresponding strategies and plans can be formulated to improve the competitiveness of enterprises. The industry competitiveness evaluation model can help enterprises better understand the market conditions and the performance of competitors, so as to better respond to market challenges and opportunities and improve the competitiveness of enterprises.

In practical application, it is usually necessary to use a variety of methods to reduce the subjectivity of evaluation results, and comprehensively understand the competitive advantages and disadvantages of enterprises, so as to provide a basis for enterprises to formulate reasonable competitive strategies. In addition, the evaluation results need to be combined with the development of the industry and the market, timely adjustment and optimization, in order to maintain the competitiveness of enterprises.

Conclusions to Section one

Enterprise competitiveness refers to the advantages and capabilities of an enterprise compared with its competitors in the market economy through its own resources and capabilities, including not only the competitiveness of its products or services in the market, but also the competitiveness of its management, technology, innovation and other aspects. The stronger the competitiveness of the enterprise, the

more it can get more share in the market, the more it can improve the viability of the enterprise, the more it can continue to carry out technological innovation, management innovation and product innovation, the more it can enhance the social responsibility of the enterprise.

Through the discussion of the definition, importance and evaluation methods of enterprise competitiveness, we can better understand the connotation and extension of enterprise competitiveness. In actual operation, enterprises use resource-based theory, performance evaluation method, SWOT analysis method and industry competitiveness evaluation model to evaluate their own competitiveness and adopt corresponding strategies to enhance competitiveness.

At the same time, enterprises should also pay attention to innovation, brand building, personnel training and other aspects of the work, and constantly enhance their core competitiveness, in order to cope with the increasingly fierce market competition, to achieve sustainable development.

SECTION TWO. THE MANAGEMENT STRATEGY AND CASE ANALYSIS TO IMPROVE THE COMPETITIVENESS OF ENTERPRISES

2.1. Innovative strategic management strategies

In order to make an enterprise stand out in the complex business competition environment, it is urgent to have excellent management strategies. The success of an enterprise often depends on whether its management team can formulate and implement feasible strategies. Excellent management strategies can not only improve the competitiveness of the enterprise, but also help the enterprise to maintain a leading position in the fierce market competition. Domestic and foreign scholars have conducted a lot of research in this field, exploring various methods and strategies to improve the competitiveness of enterprises. This paper introduces the relevant research on improving enterprise competitiveness management from the perspective of domestic and foreign research.

Innovation strategic management strategy is a kind of management strategy that combines innovation management strategy and strategic management strategy, aiming to achieve the strategic goal of the enterprise and improve the competitiveness of the enterprise through innovation activities.

Innovation management strategy refers to a series of management measures to

improve the competitiveness of enterprises by introducing new ideas, creating new methods and applying new technologies. It is an important factor for enterprises to stand out in the fierce competition environment. In the modern business environment, enterprises need to adopt a series of innovative management strategies in order to better cope with market challenges and maintain competitive advantages. Strategic management strategy refers to a series of management measures to improve the competitiveness of enterprises through the formulation and implementation of strategies. With the intensification of market competition, improving the competitiveness of enterprises has become an important issue that every entrepreneur pays attention to. Effective strategic management strategy is the key to achieve this goal.



Figure 2.1 Positive correlation between innovation management strategy and enterprise competitiveness improvement

The research shows that there is a positive relationship between innovation management strategies and the improvement of enterprise competitiveness. As shown in Figure 2.1, the improvement of innovation ability can help enterprises gain competitive advantages and improve their market position and profitability. Innovation ability can help enterprises develop products or services with unique competitiveness to meet the needs of consumers, so as to obtain a higher market share. Innovation management can help enterprises improve production efficiency, reduce costs, improve product quality, and thus improve the profitability of enterprises. In addition, innovation management can help companies remain competitive in the ever-changing market environment. As the market changes and technology advances, businesses need to constantly innovate to adapt to new challenges and opportunities. Companies with strong innovation capabilities are able to adapt to changes more quickly and develop new products or services that meet market needs, thereby maintaining a competitive edge. As shown in Figure 2.2, innovation management includes technology innovation, product innovation, market innovation, supply chain innovation and organizational innovation.



Figure 2.2 Innovation management strategy

There is a positive correlation between strategic management strategy and enterprise competitiveness. By setting clear goals and allocating resources properly, companies can better respond to market changes and achieve sustainable development. In addition, strategic management can help enterprises better take advantage of external opportunities and respond to internal challenges. As shown in Figure 2.3, It includes environmental analysis, strategy formulation and implementation, strategy control, innovation strategy, cooperation strategy, brand strategy, talent strategy and so on.

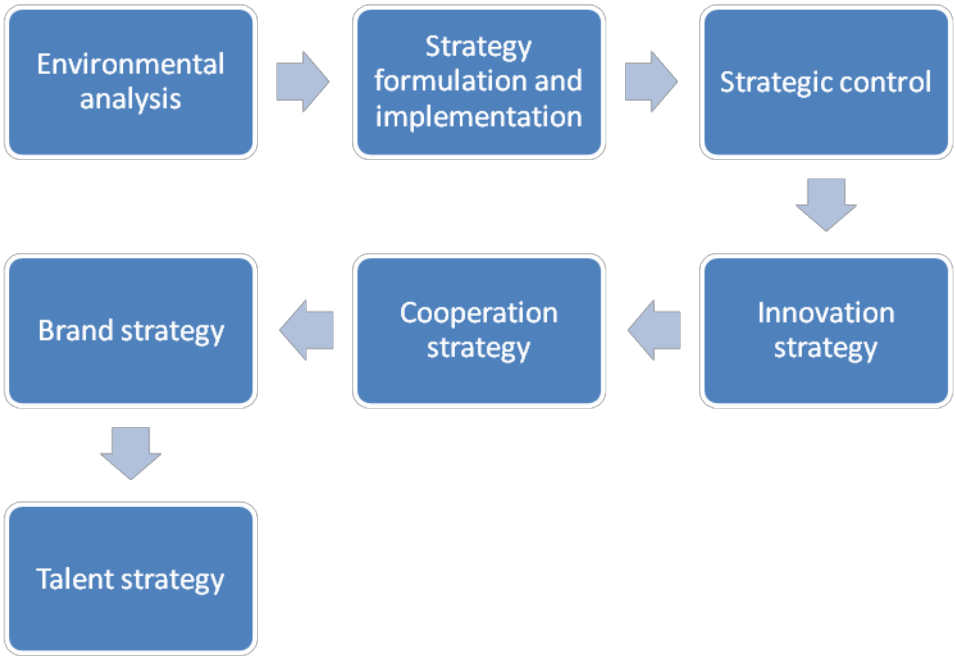


Figure 2.3 Strategic management strategy

A case study takes Huawei as an example. Innovation management strategy. R&d investment: Huawei has always been committed to R&D investment, and regards technological innovation as the core driving force of enterprise development. Huawei has set up a number of research and development centers and laboratories around the world, and has invested a lot of resources in technology research and development. The company continues to increase the investment in research and development funds, and carry out long-term strategic layout to promote technology and product innovation. Innovative talent training and introduction: Huawei focuses on the cultivation and introduction of talents, and has established a global team of innovative talents. They attract and retain senior technical talents in a variety of ways, such as setting up innovation funds, offering high technical innovation bonuses, and

encouraging employees to actively participate in innovation through activities such as innovation competitions and technology sharing sessions. Innovation Cooperation and open innovation: Huawei actively promotes innovation cooperation and open innovation. They have established extensive partnerships with numerous partners, including universities, research institutes and other technology companies. By sharing resources, technology and knowledge, Huawei works with these partners to carry out research projects and technological innovation, improving innovation capabilities and speed. Innovation incentive measures: Huawei has adopted a series of innovation incentive measures to encourage employees to innovate. Huawei has set up an innovation reward program to motivate and reward employees who come up with innovative ideas and technical solutions. In addition, they have set up specialized technical experts and innovation positions, and provide appropriate compensation and promotion mechanisms to encourage employees to actively innovate.

Strategic management strategy. Globalization strategy: Huawei has been committed to implementing globalization strategy, actively expanding overseas markets and establishing localized business operations. They have not only set up offices, research and development centers and partnerships around the world, but also established good cooperative relations with local governments and enterprises. Through localized operations, Huawei is able to better understand the needs of the target market, provide customized solutions, and integrate the company's products and services with the market. Technology leadership and innovation-driven: As a

high-tech enterprise, Huawei regards technological innovation as the core of its competitiveness. They continue to increase investment in research and development, promote technological innovation, and actively participate in standard setting and industry collaboration to lead the direction of industry development. Huawei has made important breakthroughs in 5G communications, cloud computing, artificial intelligence and other fields, putting it in a leading position in technology and driving the development of related industries globally. Excellent products and solutions: Huawei focuses on product and solution innovation and research and development to meet customer needs. They provide comprehensive solutions to help customers achieve digital transformation by continuously improving product quality, functionality and performance. Huawei's products include communication equipment, smartphones, cloud services, etc., and have gained a wide market share worldwide. Partner ecosystem: Huawei actively develops partner ecosystem and establishes cooperative relationships with global operators, channel providers, software developers, etc. Through a network of partners, they jointly develop innovative products and solutions, share resources and technologies, and provide better service and support. Huawei expands its market penetration through partnerships and has established a solid network of cooperation around the world. Continuous investment and strategic planning: Huawei focuses on long-term planning and continuous investment in strategic management. They set clear development strategies and goals and achieve these goals by investing in research and development, market expansion,

talent development, etc. Huawei is also expanding its business areas and enhancing its competitiveness through acquisitions and strategic cooperation.

Through the above case analysis, we can see that Huawei has taken a series of measures in innovation management to enhance its competitiveness. They attach importance to research and development investment, constantly train and introduce innovative talents, and collaborate with various partners for innovation. Huawei encourages employees to innovate through incentives and has established efficient innovation processes and management methods. The implementation of these innovation management strategies has enabled Huawei to maintain its leading position in the technology field and continue to introduce innovative products and solutions. At the same time, we can also see Huawei's successful practice in strategic management. They implement a globalization strategy, constantly expand their overseas market share, and actively promote technological innovation. Huawei has built a strong partner ecosystem by providing superior products and solutions to meet customer needs. Continued investment and strategic planning have enabled Huawei to continue to grow in the fierce market competition and maintain its technological leadership.

2.2. Optimize supply chain process management strategies

Optimization of supply chain process management strategy is a management strategy that combines optimization of process management strategy and supply chain management strategy. It aims to improve efficiency and benefits, meet customer needs and improve enterprise competitiveness by optimizing process and coordinating all links of supply chain.

Optimization process management strategy refers to a series of management measures to improve the competitiveness of enterprises by optimizing their business processes, which can help enterprises improve efficiency, reduce costs, and provide better products and services. In the current extremely competitive business environment, enhancing the competitiveness of enterprises has become the goal pursued by every enterprise. Optimizing process management strategy is one of the key factors to achieve this goal. Supply chain management strategy refers to a series of management measures that enterprises improve the efficiency and benefit of supply chain by optimizing supply chain management, so as to improve the competitiveness of enterprises. In today's complex and changing business environment, an effective supply chain management strategy has become one of the most important factors for success. It is very important for enterprises to adopt a set of scientific and efficient supply chain management strategies.

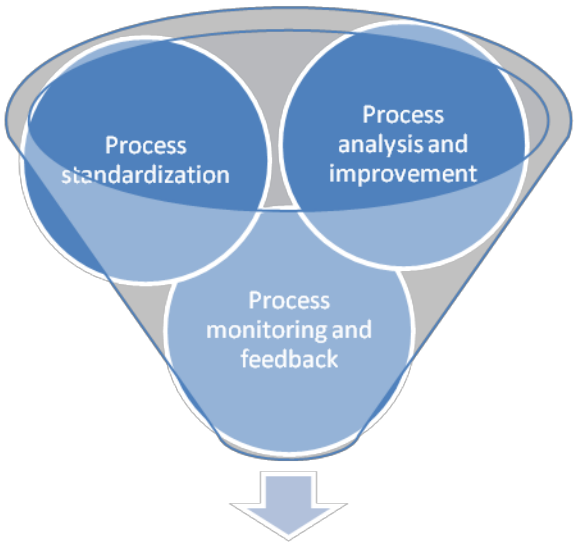


Figure 2.4 Optimizing process management strategy

The research shows that there is a positive relationship between optimizing process management strategy and enhancing enterprise competitiveness. Optimize the process management strategy to optimize and improve the internal process of the enterprise lean and efficient, so as to improve the efficiency and quality of the operation of the enterprise, and then improve the competitiveness of the enterprise. As shown in Figure 2-4, to be specific, optimizing process management strategies can be started from various aspects, including but not limited to process analysis and improvement, process standardization, process monitoring and feedback.

There is a positive relationship between supply chain management strategy and enhancing enterprise competitiveness. Supply chain management strategy involves the effective coordination and optimization of logistics, procurement, production and other links, which can enable enterprises to gain greater advantages in market

competition. On the one hand, through reasonable supply chain management strategies, enterprises can achieve more efficient logistics distribution and ensure that products reach customers on time. On the other hand, supply chain management strategies can also reduce costs and improve efficiency by optimizing procurement and production processes. In addition, supply chain management strategies can also achieve win-win situations through close cooperation with suppliers. As shown in Figure 2-5, specifically, it includes supplier management, logistics management, inventory management, production planning and scheduling, information technology support, and so on.

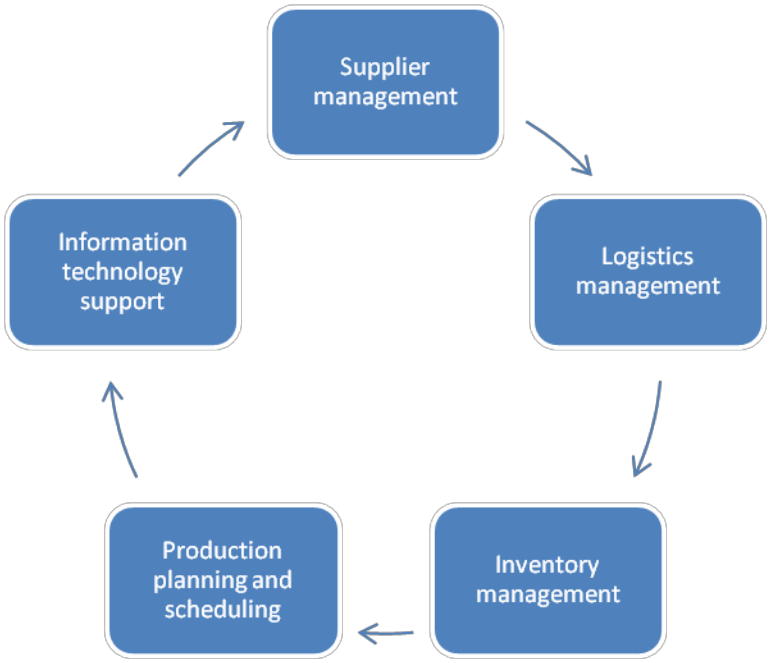


Figure 2.5 Supply chain management strategy

Case study, taking Toyota Motor Company as an example. Optimize strategic aspects of process management. TPS (Toyota Production System) : Toyota has

achieved efficient production process management through the introduction of the Toyota Production System (TPS). TPS emphasizes reducing waste, improving quality and improving work efficiency. Through Lean manufacturing principles, including "continuous Improvement" and "Lean Manufacturing," Toyota continuously optimizes work processes and ensures that every employee can operate according to standards through detailed standardized work procedures and training. This lean management approach enables Toyota to effectively manage the production process and improve efficiency and quality. Just-In-Time (JIT) inventory management: Toyota has adopted a Just-In-Time (JIT) inventory management approach to improve efficiency across the supply chain by reducing inventory storage and parts transportation. In order to achieve JIT, Toyota has established close working relationships with its suppliers and shared information and demand forecasts with them. This inventory management approach allows Toyota to achieve agility and flexibility in the production process while reducing inventory costs. Kaizen (Continuous Improvement) : Toyota focuses on a culture of continuous improvement, constantly improving processes and working methods by promoting employee engagement and innovation. Toyota encourages employees to suggest improvements and conducts small-scale trials and experiments to improve business processes. This culture of continuous improvement allows Toyota to remain competitive on the basis of constantly optimizing processes and increasing efficiency. Quality Management: Toyota is committed to providing high quality products and services. They employ a range of quality management tools and methods

such as quality circles, quality control circles and failure Mode and Effect analysis (FMEA). By continuously improving products and production processes, Toyota is able to provide reliable products and meet the needs of its customers. Employee Training and development: Toyota focuses on the training and development of its employees by providing comprehensive training programs and career development opportunities so that employees can acquire the necessary skills and knowledge to better perform process management. Toyota also ensures process optimization and continuous improvement by developing and retaining talented people.

Supply chain management strategy. Highly integrated supply chain: Toyota has established close working relationships with its suppliers to achieve a highly integrated supply chain. They share information and demand forecasts, and ensure the smooth operation of the supply chain through regular meetings and communication. This highly integrated supply chain allows Toyota to obtain the required parts in a timely manner and respond effectively to changes in market demand. Supply chain Risk Management: Toyota attaches importance to supply chain risk management and has taken a number of measures to address potential supply disruption risks. They have established spare parts inventory and alternative suppliers with suppliers to guarantee supply in case of emergency. In addition, Toyota audits and evaluates suppliers to ensure that they meet quality and reliability standards. Demand-based production planning: Toyota adopts a demand-based production planning approach that communicates order data to suppliers through accurate demand forecasting and

information sharing, enabling customized production without wasting resources. This flexible approach to production planning allows Toyota to adjust production volumes to changes in market demand, reduce inventory costs and respond quickly to customer demand. Just-In-Time (JIT) inventory management: Toyota has adopted a JIT inventory management approach in its supply chain to reduce inventory storage and parts transportation and improve efficiency throughout the supply chain. Toyota has established a close logistics relationship with its suppliers to ensure that parts reach the production line on time when needed. This inventory management approach allows Toyota to reduce inventory risk, improve the efficiency of capital utilization, and reduce operating costs. Supplier Development Program: Toyota is committed to building long-term relationships with suppliers and improving their capabilities and quality levels through supplier development programs. Toyota provides training and technical support to suppliers, works with them to solve problems, and engages in continuous improvement activities. This supplier development program gives Toyota access to a reliable supplier base and increases the competitiveness of the entire supply chain.

Through the above case analysis, we can see Toyota's success in optimizing process management. Through TPS, JIT inventory management, continuous improvement, quality management, and employee training and development, Toyota is able to achieve efficient production process management and quality products. These measures have helped Toyota reduce costs, improve efficiency and enhance its

competitiveness. At the same time, we can also see the success of Toyota in supply chain management. Through a highly integrated supply chain, supply chain risk management, demand-based production planning, JIT inventory management and supplier development programs, Toyota is able to achieve smooth supply chain operations, reduce costs and respond quickly to market demands. These measures help Toyota improve the efficiency and reliability of its supply chain, thereby enhancing its competitiveness.

2.3. HRM strategy

Human resource customer management strategy is a kind of management strategy that combines human resource management strategy and customer relationship management strategy, aiming to improve the competitiveness of enterprises by optimizing the relationship between human resource and customer.

Human resource management strategy refers to a series of management measures to enhance the competitiveness of enterprises by effectively managing human resources and improving the quality and ability of employees. Customer relationship management strategy refers to the enterprise through the establishment of good customer relations, through the establishment of good customer relations, improve

customer satisfaction and loyalty, enterprises can establish a solid customer base, improve customer loyalty, and gain advantages in the fierce market competition. A series of management measures to improve the competitiveness of enterprises.



Figure 2.6 Human resources management strategy

It is found that there is a positive relationship between human resource management strategies and enhancing the competitiveness of enterprises. The effective implementation of human resource management strategies can bring many benefits to enterprises, thus enhancing their competitiveness. Human resource management strategies can actively promote employee participation and job satisfaction, and then improve employee performance and work efficiency. Specifically, as shown in Figure 2.6, measures such as talent recruitment and selection, training and development, performance management, employee motivation, work

environment and culture building can be taken.

There is a positive relationship between customer relationship management strategy and enhancing enterprise competitiveness. Through effective customer relationship management, companies are able to better understand customer needs and preferences, provide personalized products and services, and thus increase customer satisfaction and loyalty. As shown in Figure 2.7, specifically, it includes customer data management, customer service management, customer communication management, customer relationship maintenance, customer analysis and marketing, and customer feedback management.

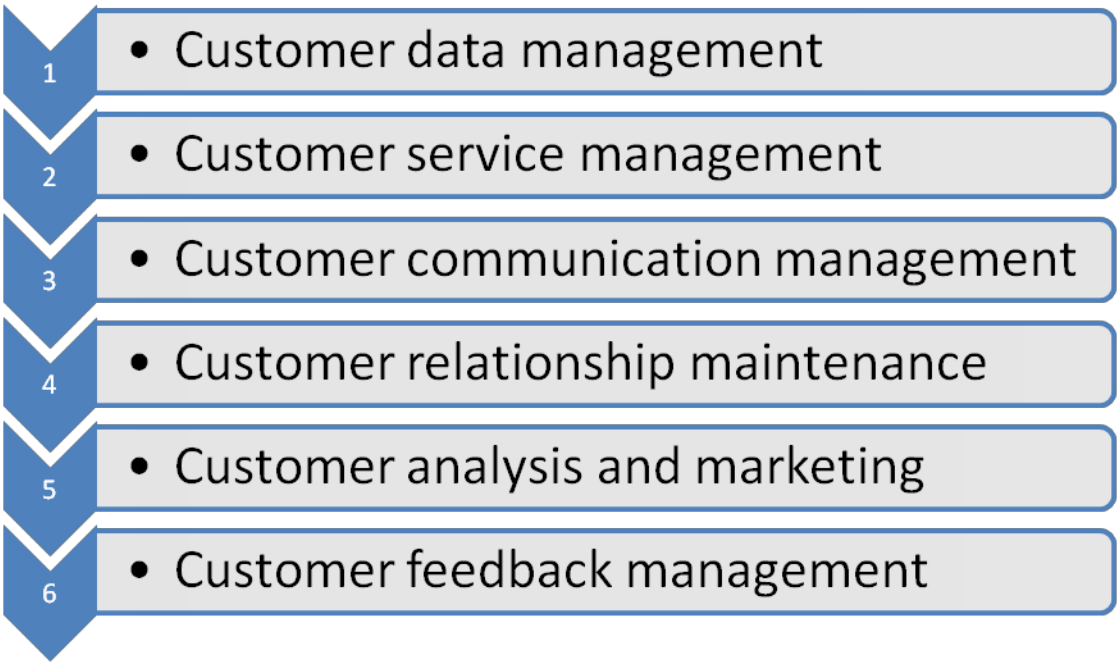


Figure 2.7 Customer Relationship Management strategy

Case study, taking Google as an example. Human resource management strategy.

Global Hiring strategy: Google conducts recruitment activities around the world and actively seeks out people with deep experience and innovative thinking. They focus on hiring diverse teams to increase the mix of backgrounds and skills. Google attracts talent through multiple channels such as online platforms, campus recruitment and professional recruitment to meet the company's manpower needs. Simple organizational structure: Google has adopted a flat and simple organizational structure to encourage innovation and quick decision making. This structure makes communication between team members more direct and efficient. The company inspires creativity and enthusiasm by reducing hierarchy, strengthening teamwork and promoting autonomy. Employee development and training: Google takes employee development and training very seriously. They offer a variety of learning and development opportunities, including in-house training courses, mentorship programs, and cross-departmental projects. Google also encourages employees to participate in professional training and academic research to improve their skills and knowledge levels. This culture of focus on employee growth helps Google retain good people and improve capabilities across the organization. Fair compensation and Benefits policies: Google is committed to providing fair and competitive compensation and benefits policies. They use a performance-oriented compensation system, with pay adjustments based on employees' contributions and performance. In addition, Google offers employees flexible benefit plans such as health insurance, parental leave, and fitness benefits to improve employee satisfaction and well-being. Innovation culture

and employee engagement: Google encourages innovation and employee engagement. The company provides various platforms and resources to encourage employees to share and implement innovative ideas. Google's office environment encourages free communication and collaboration to foster creativity and teamwork. This culture of openness and encouragement of innovation helps to unlock the potential of employees and motivate them to contribute to the competitiveness of the company.

Customer relationship management strategy. Customer-driven culture: Google has fostered a customer-driven culture that puts the needs and experiences of its customers first. They are committed to understanding the expectations and challenges of their customers and to meeting their needs by providing solutions and quality services. Google continually improves its products and services through customer interviews, user research, and continuous feedback reviews to improve customer satisfaction. Customer Data Analytics: Google makes full use of customer data for in-depth analytics to gain insight into customer behavior patterns, interests and needs. This data provides key insights that help Google optimize product features, personalize services, and develop new solutions to meet the needs of different customer segments. Personalized and customized solutions: Google provides personalized and customized solutions based on the specific needs of customers. They work closely with their customers to understand their business challenges and provide tailored products and services to help them achieve their business goals. Google also actively promotes long-term partnerships with customers to grow together.

Multi-channel communication and support: Google builds communication and support with customers through multiple channels, including online platforms, social media, phone and face-to-face communication. They ensure that customers can easily reach them and provide timely technical support and solutions. Google also helps customers better understand and use their products through usability studies, product demonstrations, and training. Continuous innovation and technology leadership: Google is committed to continuous innovation and technology leadership to meet the changing needs of our customers. They are constantly introducing new products and solutions, leading industry trends and sharing the latest technological advances and best practices with their customers. This continued ability to innovate enables Google to provide forward-looking solutions that help customers maintain a competitive edge in a highly competitive market.

Through the above case analysis, we can see the success of Google in human resource management. Google is focused on attracting, retaining and developing the best talent, and improving the competitiveness of the company by encouraging innovation and employee engagement. These practices have shaped Google into a dynamic and innovative organization, laying the foundation for the company's continued growth. At the same time, we can also see Google's success in customer relationship management. Google focuses on building close relationships with customers, understanding their needs and providing personalized solutions. Through practices such as data analytics, multi-channel communication, continuous innovation

and technology leadership, they continuously enhance the customer experience and enhance the competitiveness of the enterprise. This customer-oriented approach allows Google to earn the trust and loyalty of its customers and maintain its leading position in the market.

The above is just a case study of some management strategies to improve the competitiveness of enterprises. Different enterprises may need to choose suitable strategies according to their own conditions. At the same time, the implementation of these strategies requires continuous efforts and continuous improvement to adapt to the changes in the market and the challenges of competition. In short, domestic and foreign scholars have done a lot of research on improving enterprise competitiveness management, and achieved some important research results. Innovation ability, strategic management, optimization process management, supply chain management, human resource management and customer relationship management are considered to be the key factors to improve the competitiveness of enterprises. These research results provide useful enlightenment for us to deeply understand and apply the management to improve the competitiveness of enterprises.

Section two Conclusion

Enterprise competitiveness is the key to success in market competition. By implementing innovation capability, strategic management, optimization process

management, supply chain management, human resource management and customer relationship management strategies, enterprises can improve their competitiveness.

Innovation management is an important driving force to promote the development of enterprises. By constantly introducing new products, services and business models, enterprises can meet market demands and gain competitive advantages. Strategic management provides clear direction and goals for enterprises and helps enterprises stand out from the competition. Optimizing process management can improve the efficiency and effectiveness of enterprises, reduce costs, and thus enhance competitiveness. Supply chain management ensures that a company's supply chain operations are efficient and flexible to meet customer needs. Human resource management is committed to attracting, cultivating and retaining outstanding talents, who are the core of enterprise competitiveness. Customer relationship management emphasizes the importance of building good relationships with customers, and by increasing customer satisfaction and loyalty, businesses can increase their market share.

Through the analysis of practical cases, we clearly demonstrate the practicability and efficiency of these management strategies in real situations. Therefore, enterprises should choose management strategies suitable for their own development according to their own unique circumstances, and continue to optimize and improve. Only in this way, enterprises can flexibly adapt to the dynamic changes of the market, constantly improve their competitiveness, and stand out in the fierce competition.

SECTION THREE. IMPROVE THE ENTERPRISE COMPETITIVENESS MANAGEMENT SUGGESTIONS AND DEVELOPMENT

3.1. Operation management measures

Improving enterprise competitiveness management is an important topic for all enterprises to study. In order to enable enterprises to stand out in the fierce market competition, it has become an urgent problem for enterprises to solve. Based on improving enterprise competitiveness management, this paper puts forward three suggestions and development directions:

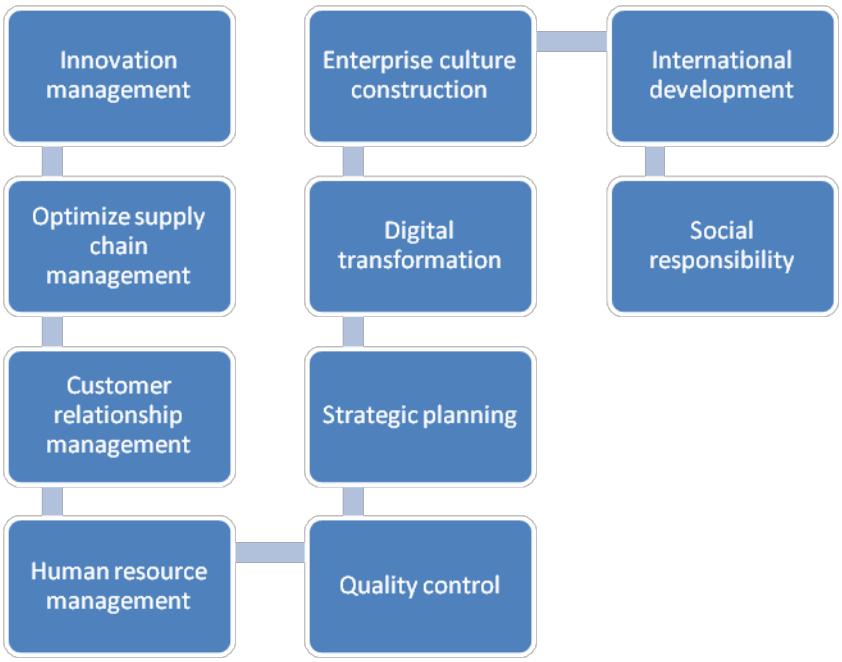


Figure 3.1-Suggestions and developments for improving enterprise competitiveness management

Operation management measures refer to the management measures that improve the production efficiency and product or service quality by optimizing the internal process and resource allocation of the enterprise, so as to gain an advantage in the market competition, including innovation management measures, optimization supply chain management measures, human resource management measures, customer relationship management measures and quality management measures.

Innovation management measures are one of the important means to improve the competitiveness of enterprises. Clear innovation objectives: Enterprises should develop clear innovation strategies and objectives, including product innovation, service innovation, process innovation and so on. These goals should be consistent with the long-term development strategy of the enterprise and be able to bring competitive advantage to the enterprise. Create an innovation culture: Innovation culture is an important factor to promote enterprise innovation. Companies should encourage employees to come up with new ideas and suggestions, and provide employees with the resources and support to innovate. At the same time, companies should also establish incentive mechanisms to reward employees who contribute to corporate innovation. Build an innovation team: enterprises should build a professional innovation team, including R&D personnel, designers, marketing personnel, etc. These team members should have different professional backgrounds and skills, and be able to work together to drive the implementation of innovative projects. Strengthening knowledge management: Knowledge management is an

important part of innovation management. Enterprises should establish a knowledge management system to collect, organize and share knowledge and experience within the enterprise. These knowledge and experience can provide support for enterprises' innovation activities and improve innovation efficiency and success rate. Promoting cooperative innovation: Cooperative innovation is an important way for enterprises to improve innovation efficiency and success rate. Enterprises can collaborate with external partners to innovate, share resources and knowledge, and improve innovation efficiency and success rate. Strengthen innovation risk management: Innovation activities are often accompanied by certain risks. Enterprises should establish innovation risk management mechanism, carry out risk assessment and management of innovation projects, and reduce innovation risks. Through innovative management measures, enterprises can continuously introduce new products and services, improve their competitiveness and market share, and achieve sustainable development.

Optimization of supply chain management measures refers to the planning, coordination, operation and control of the entire supply chain system to maximize the efficiency and benefit of the supply chain system. Optimize supply chain processes: Enterprises should conduct in-depth analysis of supply chain processes, identify bottlenecks and inefficiencies, and optimize them. This can be achieved through the adoption of advanced supply chain management technologies and tools such as automation, iot, big data analytics, and more. Strengthen supplier management: Suppliers are an important part of the supply chain. Enterprises should establish a

supplier evaluation and selection mechanism, select high-quality suppliers, and establish long-term cooperative relations with suppliers. At the same time, enterprises should also conduct regular evaluation and supervision of suppliers to ensure the quality and reliability of their products and services. Improve inventory management level: Inventory management is an important part of supply chain management. Enterprises should adopt advanced inventory management techniques and methods, such as ABC classification, regular order method, etc., to optimize inventory levels and inventory costs. At the same time, enterprises should also establish inventory early warning mechanism to discover and solve inventory problems in time. Strengthen logistics distribution management: Logistics distribution is an important part of supply chain management. Enterprises should establish an efficient logistics distribution system, optimize logistics distribution routes and methods, and improve logistics distribution efficiency and accuracy. At the same time, enterprises should also strengthen the monitoring and management of the logistics distribution process to ensure the safety and timely delivery of goods. Promote supply chain collaboration: Supply chain collaboration is an important way to improve the efficiency and effectiveness of the supply chain. Enterprises should establish close cooperative relations with suppliers, manufacturers, distributors and other supply chain members to achieve information sharing, resource sharing and collaborative work, so as to improve the overall efficiency and competitiveness of the supply chain. By optimizing supply chain management measures, enterprises can improve the efficiency and

efficiency of the supply chain, reduce costs, improve the quality and reliability of products and services, and thus improve the competitiveness of enterprises.

Human resource management measures refer to the enterprise through a series of measures to manage and develop employees, in order to improve the enthusiasm and creativity of employees, so as to improve the competitiveness of enterprises. Recruitment and selection of outstanding talents: Enterprises should recruit and select outstanding talents with relevant professional knowledge, skills and experience to improve the core competitiveness of enterprises. In the recruitment process, a variety of channels can be used, such as campus recruitment, social recruitment, headhunting services, etc., to attract more outstanding talents. At the same time, in the selection process, attention should be paid to the comprehensive quality and potential of talents, not just their work experience and skills. Training and development of employees: Enterprises should provide employees with regular training and development opportunities to improve their professional skills and knowledge. This can be done through internal training, external training, online learning, etc. At the same time, enterprises should also provide employees with career development planning and promotion opportunities to motivate employees to make continuous progress. Establish an incentive mechanism: Enterprises should establish an incentive mechanism to encourage employees to contribute to the development of the enterprise. This can be achieved through performance bonuses, equity incentives, promotion opportunities, etc. The incentive mechanism should be consistent with the strategic

goals of the company to ensure that the direction of employee efforts is consistent with the direction of the development of the company. Strengthen performance management: enterprises should establish a scientific performance management system to evaluate and feedback employees' work performance objectively and fairly. This can be done by setting clear performance indicators, taking regular assessments, providing feedback, etc. Performance management can help enterprises find the advantages and disadvantages of employees, and provide a basis for the training and development of employees. Create a good corporate culture: enterprises should create a positive, united and collaborative corporate culture to enhance the sense of belonging and loyalty of employees. This can be achieved by carrying out various cultural activities, strengthening communication and exchange. A good corporate culture can improve the enthusiasm and creativity of employees and promote the development of enterprises. Pay attention to the welfare and health of employees: enterprises should pay attention to the welfare and health of employees, and provide a good working environment and welfare treatment for employees. This can be done by providing health insurance, paid leave, employee activities, etc. Focusing on employee well-being and health can increase employee job satisfaction and loyalty and reduce employee turnover. Through human resource management measures, enterprises can improve the work enthusiasm and creativity of employees, improve the production efficiency and product or service quality of enterprises, so as to improve the competitiveness of enterprises.

Customer Relationship Management (CRM) is a measure that manages and analyzes customer data to improve customer satisfaction, increase sales and enhance the competitiveness of a business. Understand customer needs: Through market research, customer feedback and other ways, in-depth understanding of customer needs and expectations, to provide customers with personalized products and services. Build customer files: Collect and sort out customer's basic information, purchase history, preferences and other data to build customer files. This helps companies better understand their customers and provide more precise services. To provide quality customer service: to ensure that customers receive timely, professional and thoughtful service in the process of purchasing products or services. Provide good after-sales service, solve customer problems and complaints, improve customer satisfaction. Regular communication with customers: Maintain regular communication with customers through phone, email, SMS, etc., understand customer experience, provide updated information about products or services, and increase customer loyalty. Analyze customer data: Use data analysis tools to analyze customer data and find customer purchasing behavior patterns, preferences and other information. Based on the analysis results, optimize products and services to improve sales efficiency. Build customer communities: Build customer communities to facilitate communication and interaction between customers, whether online or offline. This helps increase customer loyalty and increases word of mouth. Staff training: strengthen employees' knowledge and understanding of customer relationship

management, improve their service awareness and communication skills. Provide employees with the necessary training and tools to better execute customer relationship management strategies. Through the implementation of customer relationship management measures, enterprises can better understand customer needs, provide quality customer service, improve customer satisfaction and loyalty, thereby increasing sales and improving corporate competitiveness.

Quality management measures refer to a series of measures to ensure the quality of products or services to meet customer needs and expectations. Establish a quality culture: Establish quality awareness within the enterprise, so that every employee is aware of the importance of quality. Encourage employees to actively participate in quality improvement activities and form a quality culture with full participation. Establish quality standards: Define quality standards for products or services and ensure that all production and service processes comply with these standards. At the same time, constantly update and improve the quality standards to adapt to the market and customer demand changes. Implement Total Quality management (TQM) : TQM is a whole-process, whole-person quality management method that emphasizes prevention and continuous improvement to improve quality. Implementing TQM can help enterprises improve production efficiency, reduce costs, and improve product or service quality. Strengthen supplier management: Select quality suppliers and establish long-term relationships with them. Conduct regular assessment and audit of suppliers to ensure that the raw materials or services provided by them meet quality

standards. Application of quality management tools: Use a variety of quality management tools, such as Six Sigma, quality control circle, PDCA cycle, etc., to help enterprises identify and solve quality problems and improve quality levels. Conduct quality training: Provide quality management related training for employees to improve their quality awareness and skill level. Training content can include quality standards, the use of quality tools, problem solving methods, etc. Collect customer feedback: Actively collect customer feedback to understand customer satisfaction with products or services. Based on customer feedback, timely improvement, improve customer satisfaction. Continuous improvement: Quality management is a process of continuous improvement. The enterprise should constantly analyze the quality data, find out the root cause of the problem, and take corresponding improvement measures. Through continuous improvement, enterprises can continuously improve the quality level and enhance competitiveness. Through the implementation of quality management measures, enterprises can improve the quality of products or services, meet customer needs, enhance market competitiveness, so as to achieve sustainable development of enterprises.

3.2. Strategic management measures

Strategic management measures refer to a series of management measures taken

by enterprises in order to maintain competitive advantages in the market competition, including strategic planning measures, digital transformation measures and international development measures. These measures can help enterprises improve efficiency, reduce costs, increase revenue, and enhance the competitiveness of enterprises.

Strategic planning measures refer to long-term plans and strategies formulated by enterprises in order to gain advantages and success in market competition. Define the core competitiveness of enterprises: enterprises need to define their core competitiveness, that is, the unique ability of enterprises to have a competitive advantage in the market. This can be determined through the analysis of the market, competitors and own resources. Develop a differentiation strategy: In order to stand out in a competitive market, companies need to develop a differentiation strategy. This includes providing unique products or services to meet the special needs of customers. Strengthen brand building: Brand is an important asset of enterprises, which can improve the visibility and reputation of enterprises. Enterprises need to pay attention to brand building, through brand promotion, brand management and other means to improve brand value. Optimize business processes: Enterprises need to continuously optimize internal processes, improve production efficiency and product quality, reduce costs, and improve customer satisfaction. Cultivate innovation ability: Innovation is an important driving force for the development of enterprises, which can help enterprises maintain competitive advantages in the market. Companies need to

focus on fostering innovation and encouraging employees to come up with new ideas and ideas. Expand market share: enterprises need to continuously expand market share and expand sales scale. This can be achieved by developing new products, expanding new markets, and strengthening channel construction. Strengthen the construction of talent team: talent is a key factor in the development of enterprises, enterprises need to strengthen the construction of talent team, attract and retain outstanding talents. This includes offering competitive compensation and benefits, and providing good career development opportunities. Strategic alliances and cooperation: Enterprises can improve their competitiveness through strategic alliances and cooperation with other enterprises. This can achieve resource sharing, complementary advantages, and jointly explore the market. Pay attention to social responsibility: enterprises need to pay attention to social responsibility, actively participate in public welfare undertakings, and improve the social image and reputation of enterprises. Continuous improvement and learning: Enterprises need to constantly improve and learn to adapt to market changes and customer needs. This includes conducting regular reviews of the business, gathering customer feedback, and encouraging employee learning and training. Through the implementation of strategic planning measures, enterprises can choose the right strategy according to their own situation and market environment, and implement it effectively.

Digital transformation measures refer to the measures that enterprises use digital technologies to change their business models, processes and organizational structures

in order to improve their competitiveness and innovation capabilities. Data-driven decision making: Businesses can leverage big data and analytics tools to collect, analyze and leverage internal and external data to better understand their markets, customers and business operations. Data-based decision making can improve the accuracy and efficiency of decisions and help companies better adapt to market changes. Intelligent production: Enterprises can use the Internet of Things, artificial intelligence and robotics to achieve automation and intelligence in the production process. This can increase production efficiency, reduce costs, and improve product quality. Digital marketing: Businesses can leverage digital channels such as the Internet, social media and mobile apps to develop marketing campaigns and increase brand awareness and market share. Digital marketing can achieve precision marketing, improve marketing effectiveness and return on investment. E-commerce: Enterprises can establish e-commerce platforms to carry out online sales and transactions, improve sales efficiency and customer satisfaction. E-commerce can expand the market coverage of enterprises and reduce the cost of sales. Digital supply chain: Enterprises can use technologies such as the Internet of Things, blockchain and cloud computing to digitize and intelligentize their supply chains. This can improve supply chain transparency, efficiency and reliability, and reduce supply chain costs. Customer Relationship Management: Businesses can use customer relationship management systems (CRM) to collect, analyze and manage customer information to improve customer satisfaction and loyalty. CRM enables personalized marketing and service

that enhances the customer experience. Digital training of employees: Enterprises can use online learning platforms and mobile learning applications to carry out digital training to improve the skills and knowledge of employees. Digital training can reduce the training cost and improve the training effect. Innovation culture: Companies need to foster a culture of innovation that encourages employees to come up with new ideas and creativity, and provides resources and support for innovation. Innovation culture can promote the digital transformation and innovation ability of enterprises. Through the implementation of digital transformation measures, enterprises need to choose the appropriate digital transformation measures according to their own circumstances and market needs, and implement them effectively.

International development measures refer to the process of enterprises expanding their business on a global scale and participating in international market competition. Overseas market expansion: Enterprises can expand sales scale and market share by expanding overseas markets. Before entering a new market, enterprises need to conduct sufficient market research, understand the local culture, laws, competitive environment and other factors, and formulate appropriate market entry strategies. Transnational cooperation and alliance: enterprises can cooperate or alliance with foreign enterprises to jointly carry out research and development, production, sales and other activities. Transnational cooperation and alliance can realize the sharing of resources, complementary advantages and improve the competitiveness of enterprises. Global Sourcing and Supply Chain Management: Companies can source raw

materials, components and services globally to optimize supply chain management and reduce production costs. Global sourcing can help companies get better resources and improve product quality. International talent team building: Enterprises need to attract and cultivate talents with international vision and cross-cultural communication skills to support the implementation of international development strategy. Enterprises can recruit overseas talents, carry out cross-border training and exchanges, etc., to build an international talent team. Brand internationalization: enterprises need to establish a strong brand image in the international market and improve brand awareness and reputation. Enterprises can promote their brands by participating in international exhibitions, advertising, and sponsoring activities. Localization strategy: In order to better adapt to the local market needs, enterprises need to implement localization strategies, including product localization, marketing localization, management localization, etc. Localization strategy can improve the competitiveness of enterprises in the local market and increase the attractiveness of products and services. Technological innovation and intellectual property protection: Companies need to continuously innovate in technology to increase the added value of their products and services. At the same time, enterprises need to strengthen the protection of intellectual property rights and maintain their technological advantages and market competitiveness. Cultural integration of multinational enterprises: In the process of international development, enterprises need to promote cultural integration among employees from different countries and regions to establish common corporate

values and culture. Through the implementation of international development measures, enterprises need to choose appropriate international development measures according to their own conditions and market demand, and implement them effectively.

3.3. Social responsibility management measures

Social responsibility management measures refer to the enterprise in the pursuit of economic interests at the same time, actively fulfill social responsibility, in order to improve the enterprise's social image and competitiveness, including corporate social responsibility measures and corporate culture construction measures.

Corporate Social Responsibility (CSR) refers to a company's responsibility to consumers and the environment while generating profits and having legal responsibilities to shareholders and employees. The social responsibility of enterprises requires that enterprises must change the traditional idea of taking profit as the only goal, emphasize the concern of human value in the production process, and emphasize the contribution to the environment, consumers and society. Sustainable development: Enterprises should pay attention to environmental protection and sustainable development, and take measures such as energy conservation and emission reduction,

resource recycling, etc., to reduce their impact on the environment. Employee welfare and development: Companies should provide good working conditions, fair pay and career development opportunities, pay attention to the physical and mental health of employees, and establish a positive work environment. Social welfare activities: Enterprises can actively participate in social welfare activities, such as charitable donations, educational support, community building, etc., to enhance the social image and brand value of enterprises. Supply chain Responsibility: Companies should manage their supply chains to ensure that suppliers comply with ethical and legal norms and promote sustainable supply chain development. Product quality and safety: Enterprises should ensure the quality and safety of products, comply with relevant regulations and standards, and protect the rights and interests of consumers. Data Privacy and security: Organizations should take data privacy and security seriously, protect the personal information of customers and employees, and prevent data breaches and misuse. Ethical management: Enterprises should abide by the code of business ethics, eliminate corruption, fraud and unfair competition, and establish an honest corporate image. Community relations: Enterprises should establish good relations with the local community, participate in community activities, and contribute to the development of the community. Through the implementation of CSR measures, enterprises can improve their reputation and image, enhance the cohesion and loyalty of employees, attract more customers and investors, and thus enhance the competitiveness of enterprises. At the same time, corporate social responsibility

performance can also contribute to the sustainable development of society.

Enterprise culture construction measures refer to a value concept, code of conduct and work style measures formed by enterprises in the long-term production and management process. Good corporate culture can improve the cohesion of employees, work enthusiasm and innovation ability, so as to improve the competitiveness of enterprises. Clear corporate vision and mission: Corporate vision and mission are at the core of corporate culture and provide employees with a common purpose and direction. Companies should develop a clear vision and mission, and communicate and inculcate it to employees through various channels. Cultivate positive enterprise spirit: Enterprise spirit is an important part of corporate culture, which can motivate employees to be positive and keep forging ahead. Enterprises should cultivate a positive entrepreneurial spirit and encourage employees to innovate and pursue excellence. Establish a good communication mechanism: A good communication mechanism can promote communication and collaboration between employees and improve work efficiency. Enterprises should establish a variety of communication channels, such as regular meetings, internal emails, instant messaging, etc., so that employees can keep abreast of the company's dynamics and decisions. Implement employee training and development programs: Employees are the most important resource of an enterprise, and enterprises should provide training and development opportunities for employees to help them upgrade their skills and capabilities. This can not only improve the job satisfaction and loyalty of employees,

but also improve the competitiveness of enterprises. Establish an incentive mechanism: The incentive mechanism can stimulate the enthusiasm and creativity of employees and improve work efficiency. Enterprises should establish a variety of incentive mechanisms, such as performance bonuses, equity incentives, promotion opportunities, etc., so that employees feel that their work is recognized and rewarded. Advocate teamwork: teamwork can improve work efficiency and work quality, and enhance the cohesion of the enterprise. Enterprises should advocate teamwork and encourage employees to cooperate and support each other. Focus on corporate image and brand building: Corporate image and brand is the external expression of corporate culture, they can bring more business opportunities and competitive advantages for enterprises. Enterprises should pay attention to corporate image and brand building, improve the visibility and reputation of enterprises. Promote corporate social responsibility: Corporate social responsibility is an important part of corporate culture, which can improve the social image and brand value of enterprises. Enterprises should promote corporate social responsibility, pay attention to environmental protection, social welfare and other aspects, and make contributions to society. Through the implementation of corporate culture construction measures, enterprises should pay attention to the construction and inheritance of corporate culture, constantly innovate and improve corporate culture, and provide strong spiritual support for the sustainable development of enterprises.

Section three Conclusions

To improve the competitiveness management of enterprises, it is necessary to comprehensively consider the internal and external environment of enterprises. In order to improve the competitiveness management of enterprises, we comprehensively consider how to establish an invincible position in the fierce market competition by focusing on ten measures. Enterprises should attach importance to innovation management, encourage employees to propose new ideas and innovations, establish an innovation culture, and provide resources and support for innovation in order to maintain the competitive advantage of enterprises in the market. Optimizing supply chain management can reduce costs and improve efficiency. Enterprises can form strategic partnerships with suppliers to implement supply chain visualization and automation technologies to ensure the timely supply of raw materials and products. Human resource management is the key to enterprise development. Enterprises should pay attention to employee training and development, improve employee satisfaction and loyalty, attract and retain outstanding talents, in order to improve the performance of enterprises. Customer relationship management is essential to improve customer satisfaction and loyalty. Enterprises should focus on customer service, collect and analyze customer data, and provide personalized products and services to meet customer needs. Quality management is the lifeline of an enterprise. Enterprises should establish a quality management system, continuously improve the quality of

products and services, and improve customer satisfaction and loyalty. Strategic planning is the guide of enterprise development. Companies should develop clear strategic plans, pay attention to market dynamics and competitors, and flexibly adjust strategies to adapt to changing circumstances. Digital transformation has become a necessary means for enterprises to enhance their competitiveness. Companies should invest in information technology and use technologies such as big data and artificial intelligence to improve operational efficiency and decision-making quality. International development can help enterprises expand markets, access resources and technology. Companies should develop internationalization strategies that take into account the cultural, legal and business environment of overseas markets. Corporate social responsibility can improve the social image and brand value of enterprises. Enterprises should pay attention to environmental protection, social welfare and ethical management, and fulfill their social responsibilities. Corporate culture is the soul of an enterprise and influences the behavior and attitude of employees. Enterprises should cultivate a positive corporate culture that advocates teamwork, integrity and innovation.

In order to improve the competitiveness of enterprises, enterprises should take clear measures, through the comprehensive implementation of these measures, enterprises will be able to enhance their own competitiveness and achieve sustainable development.

CONCLUSIONS

The master's thesis makes an in-depth study on how to improve the competitiveness management of enterprises, and puts forward practical suggestions for improving the competitiveness of enterprises.

Enterprise competitiveness is the ability of enterprises to obtain and maintain competitive advantages in the market competition. It includes the definition of comprehensiveness, relativity, dynamics and sustainability. Comprehensiveness means that the competitiveness of an enterprise should consider factors such as market share, profitability, innovation ability, corporate image, employee morale and cohesion, and industrial upgrading. Relativity means that the competitiveness of an enterprise is compared with other competitors, not only the performance of its own ability. Dynamic means that the competitiveness of enterprises needs to be continuously adjusted and improved to adapt to changes in the market environment. Sustainability emphasizes that the competitiveness of enterprises needs to have sustained competitive advantages and be able to maintain competitive position in the long term.

The importance of enterprise competitiveness is reflected in many aspects. First of all, increasing the market share can increase the sales and market influence of enterprises. Secondly, improving profitability can increase the profits and return on

investment of enterprises. In addition, improving innovation ability can bring new products, services and business models to meet market demand and gain competitive advantage. In addition, strengthening the corporate image can increase consumer recognition and loyalty, improving employee morale and cohesion can enhance the internal stability and creativity of the enterprise, and promoting industrial upgrading can promote the development of the entire industry.

The evaluation methods of enterprise competitiveness include resource-based theory, performance evaluation method, SWOT analysis and industry competitiveness evaluation model. Resource-based theory focuses on evaluating whether the resources and capabilities of an enterprise can support its competitiveness. The performance evaluation method measures the competitiveness of an enterprise by evaluating its operating performance. SWOT analysis assesses a company's competitive environment by analyzing its strengths, weaknesses, opportunities, and threats. The industry competitiveness evaluation model evaluates the competitiveness of enterprises by analyzing the competitiveness of the whole industry.

In order to manage the competitiveness of enterprises, different management strategies can be adopted. Innovation management strategies emphasize continuous innovation and research and development to maintain a competitive advantage. Strategic management strategy focuses on the formulation and execution of the long-term development direction and objectives of the enterprise. Optimizing process management strategies focuses on improving the efficiency and quality of internal

business processes. Supply chain management strategy focuses on the optimization and coordination of the entire supply chain to improve the competitiveness of enterprises. Human resource management strategies emphasize talent introduction, development and motivation to improve the ability and morale of employees. Customer relationship management strategies focus on building and maintaining customer relationships and improving customer satisfaction and loyalty.

Finally, through the detailed analysis of practical cases, we can get suggestions to improve the competitiveness management of enterprises. These recommendations include innovation management measures, supply chain management measures, human resource management measures, customer relationship management measures, quality management measures, strategic planning measures, digital transformation measures, international development measures, corporate social responsibility measures and corporate culture building measures. These measures can help enterprises enhance their competitiveness, so as to achieve better management of business interests, and help enterprises achieve long-term competitive advantages and sustainable development.

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