

REGARDING ENTERPRISE OPERATIONS AND SERVICE MANAGEMENT IN CHINA

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Abstract: This article deeply studies the operation and service management of Chinese enterprises, and based on the analysis of the challenges and opportunities they face, proposes improvement strategies and innovative paths. Chinese enterprises operate in a complex and ever-changing market environment, facing issues such as incomplete management systems, talent shortages and financial pressures, uneven levels of basic management and information technology, and intense market competition in terms of operation and service management. By elaborating on the theories of enterprise operation management and service management, analyzing the current situation and challenges, and using excellent enterprise cases as reference, proposing innovative paths such as establishing a sound management system, strengthening talent team building, exploring the application of intelligent technology, and promoting green environmental protection and sustainable development. Chinese enterprises need to continuously improve their operational and service management levels, actively respond to challenges, seize opportunities, and achieve sustainable development.

Keywords: Chinese enterprises; Operations management; Service management; Innovation Path

Introduction

Chinese enterprises face many challenges and opportunities in operation and service management in market competition.

With the deepening of economic globalization and the rapid advancement of technology, the market environment in which Chinese enterprises operate is becoming increasingly complex and ever-changing. On the one hand, the domestic market is fiercely competitive, and enterprises not only have to face competition from the same industry, but also face challenges from emerging enterprises. On the other hand, the opening up of the international market has also brought broader development space for Chinese enterprises, but at the same time, it has also brought more intense competitive pressure.

In this context, the operation and service management of enterprises are particularly important. Good operational management can improve the efficiency and effectiveness of enterprises, reduce costs, and enhance their competitiveness. High quality service management can improve customer satisfaction, enhance customer loyalty, and promote the sustainable development of enterprises.

However, there are still some problems in the operation and service management of Chinese enterprises at present. For example, some enterprises have incomplete management systems, unclear organizational structures, and non-standard management processes, resulting in low operational efficiency; Some enterprises lack innovation awareness, have a single service model, and cannot meet the diverse needs of customers; Some enterprises still have shortcomings in talent management, information technology construction, and other aspects, which have affected their development.

Therefore, it is of great practical significance to conduct in-depth research on the operation and service management of Chinese enterprises and explore how to improve their level of operation and service management.

This study aims to explore innovative paths and methods for Chinese enterprises to enhance their operational and service management capabilities. Through in-depth analysis of enterprise operation and service management, provide practical and feasible suggestions for Chinese enterprises to cope with increasingly fierce market competition.

In the current market environment, Chinese enterprises are facing many challenges. On the one hand, with the advancement of globalization, enterprises need to compete with companies from different countries and regions in the international market. This requires enterprises to have efficient operational management capabilities to reduce costs, improve efficiency, and enhance competitiveness. On the other hand, the constantly changing and upgrading consumer demands require enterprises to provide high-quality service management to meet the diverse needs of customers, improve customer satisfaction and loyalty.

Theoretical basis

Enterprise operation management is the general term for a series of activities that involve planning, organizing, directing, coordinating, controlling, and supervising the operation process of an enterprise. Its goal is to achieve efficient operation of the enterprise, improve its economic benefits and competitiveness.

In enterprise operation and management, the balance of efficiency, quality, cost and other goals is crucial. Efficiency refers to the speed at which a business operates, measured by the output per unit of time. The more output per unit of time, the higher the efficiency, and the stronger the profitability of the enterprise. Quality refers to the results of business operations, measured by whether they meet customer standards and requirements. If the output results meet the customer's standard requirements and the quality is qualified; If the output results exceed the customer's standard requirements, the quality is excellent. Cost refers to the effectiveness of a company's operations and is directly related to whether the company achieves profitability. Enterprise profit=revenue - cost, and cost is a very important variable.

These three goals constrain and promote each other. If efficiency is pursued too much, it may lead to a decrease in quality; If too much emphasis is placed on quality, it may increase costs and reduce efficiency. Therefore, enterprises need to find a balance between efficiency, quality, and cost. For example, some companies improve efficiency and reduce costs by optimizing production processes and enhancing employee skills without compromising quality.

Operations management covers the key management points of production, supply chain, logistics, and other aspects. In terms of production management, enterprises need to arrange production plans reasonably to ensure the efficiency and stability of the production process. This includes the procurement of raw materials, maintenance of production equipment, optimization of production processes, etc. For example, some companies adopt lean production methods to achieve refined production by reducing waste, improving production efficiency and quality.

In terms of supply chain management, enterprises need to establish good cooperative relationships with suppliers to ensure timely supply of raw materials. At the same time, enterprises also need to optimize their supply chain processes and reduce supply chain costs. For example, some companies improve the responsiveness and efficiency of their supply chain by sharing information and collaborating on plans with suppliers.

In terms of logistics management, enterprises need to plan logistics routes reasonably and reduce logistics costs. At the same time, enterprises also need to ensure the safety and accuracy of the logistics process. For example, some enterprises adopt intelligent logistics systems to improve logistics efficiency and accuracy by monitoring the logistics process in real-time, optimizing logistics routes.

Service management, as an important component of enterprise operation, plays a crucial role in the development and competitiveness enhancement of enterprises.

The key elements of service quality include reliability, responsiveness, assurance, empathy, and tangibility. Reliability refers to the ability of a company to accurately and without error complete the promised services. For example, many companies known for their high-quality services establish their reputation through reliable services. Once a service error occurs, it may damage the company's reputation and lose customers or potential customers. Responsiveness refers to the ability of a company to provide quick and effective services to customers at any time, requiring service company employees to have a desire to help customers and be able to provide quick and effective solutions to the problems faced by customers. Assurance refers to the friendly attitude and competent work ability of service personnel, which can enhance customers' confidence and sense of security in the quality of enterprise services. Employees should not only treat customers with a friendly and kind attitude, but also have rich knowledge and problem-solving skills. Empathy refers to the sincere concern of enterprises towards customers, treating them as if they were family members, putting themselves in their shoes, and giving special attention to them, understanding their actual needs. Tangibility refers to the tangible part of a service product, which is related to the service facilities, equipment, and raw materials of the service enterprise, as well as the appearance of employees.

These key elements have a significant impact on enterprises. High reliability services can enhance customers' trust in the enterprise and increase customer loyalty. Rapid responsiveness can make customers feel cared for and valued, increasing customer satisfaction. Guaranteed service can provide customers with peace of mind and enhance the reputation of the enterprise. Empathy can establish long-term cooperative relationships and promote the sustainable development of enterprises. Tangibility can leave a good first impression on customers and attract more customers.

In today's digital age, some Chinese enterprises have made certain progress in basic management and information technology level. For example, some large enterprises have achieved office automation. Employees have one machine, and have established an internal LAN. The office area and the branch factory are all interconnected. The introduction of optical fiber has greatly improved the bandwidth and browsing speed of the Internet, and ensured convenient conditions for resource sharing and file transmission.

The competition among Chinese enterprises in the market is becoming increasingly fierce. On the one hand, the domestic market is fiercely competitive, and enterprises not only have to face competition from the same industry, but also face challenges from emerging enterprises. For example, in the manufacturing industry, with the continuous advancement of technology and changes in market demand, competition between enterprises has gradually shifted from price competition to quality competition, service competition, and competition based on time and flexibility.

At present, there are many problems in the management system of Chinese enterprises, especially in terms of organizational structure and process standardization. In terms of organizational structure, some companies have unclear division of responsibilities between departments, leading to duplication of work and low efficiency. For example, in some small and medium-sized enterprises, the boundaries of responsibilities between departments such as sales, supply, warehouse, and finance are unclear, and when problems arise, they are prone to shirking responsibilities, which affects the normal operation of the enterprise. In addition, the organizational structure of some enterprises is not flexible enough to adapt to the changing needs of the market. When the market environment changes, enterprises are unable to adjust their organizational structure in a timely manner, resulting in slow decision-making and slow response.

In terms of process standardization, many enterprises lack clear management processes and have a high degree of arbitrariness in their work. For example, in the production management process, there is no

standardized production planning process, which leads to unstable production progress and difficulty in ensuring product quality. In terms of supply chain management, the lack of effective communication processes with suppliers has resulted in delayed supply of raw materials, affecting production progress. At the same time, some companies have cumbersome approval processes that waste a lot of time and resources. For example, a simple expense reimbursement may require approval from multiple departments, seriously affecting work efficiency.

Talent shortage and financial pressure are the two major challenges faced by Chinese enterprises. In terms of talent, 63.5% of social enterprises lack professional talents, which is a common problem in Chinese enterprises. Taking the manufacturing industry as an example, Wu Chengmin, Deputy General Manager of Shandong Kaitai Group, stated that there is a shortage of skilled and practical talents, and a shortage of research-oriented talents, which hinders the long-term development of enterprises. Xin Bin, Vice President of Shandong Jinqilin Co., Ltd., also mentioned that enterprises need talents, whether it is research and development or management, talents are indispensable. However, the truly needed talents are still not fully cultivated in colleges and universities, and there are not many corresponding talents. The shortage of talent leads to insufficient momentum for enterprise development and limited innovation capabilities.

Enterprises should clarify their management organizational structure and build a reasonable organizational structure based on their own development strategies and business needs. For example, a flat organizational structure can be adopted to reduce management levels, improve information transmission efficiency and decision-making speed. At the same time, clarify the responsibilities and authorities of each department to avoid the occurrence of overlapping responsibilities and buck passing.

Enterprise operation and service management need to constantly explore innovative paths to adapt to market changes and meet customer needs. The following will explore the application of intelligent technology and green environmental protection and sustainable development from two aspects.

China Ping An Insurance (Group) Co., Ltd., ranked 33rd on the Fortune Global 500 list in 2023, is also a leading enterprise in the insurance industry in China's financial sector. I personally work for the property insurance company of China Ping An Group, mainly focusing on online service operation and service management

A complete online service platform has been built, including official website, mobile APP, WeChat official account, etc. Allow customers to access product information, handle business, and make claims anytime and anywhere through online channels, and enjoy convenient financial services.

Established standardized service processes to ensure consistency and efficiency of services. From customer consultation, business processing to after-sales service, each link has clear operating standards and time requirements, which improves service quality and customer satisfaction.

We have established customer service hotlines and online customer service platforms to promptly respond to customer inquiries and complaints. Being able to provide answers and solutions to customer questions and needs in the shortest possible time has improved customer satisfaction and loyalty.

Strengthen research and insight into customer needs, understand their pain points and expectations. By using big data analysis and other methods, we can accurately grasp customer needs and provide more personalized and professional financial services to customers. Increase investment in technology risks and establish a comprehensive technology risk management system. Strengthen measures such as data security protection and network security protection to ensure the security of customer information and funds.

Continuously innovating service models and products to meet the ever-changing needs of customers. Strengthen cooperation with technology enterprises and jointly explore the innovative path of financial services.

CONCLUSION

Chinese enterprises face both challenges and opportunities in operation and service management. The key issues mainly include incomplete management system, talent shortage and financial pressure, uneven levels of basic management and information technology, and fierce market competition.

In terms of management system, unclear organizational structure and lack of standardized processes lead to low work efficiency and slow decision-making. The solution includes clarifying the management organizational structure, building a reasonable organizational structure, such as adopting a flat structure to improve information transmission efficiency and decision-making speed, while clarifying the responsibilities and authorities of each department to avoid overlapping and shifting responsibilities. Standardize the processes of each business link, establish clear workflows and operational standards, improve work efficiency, reduce costs, and ensure product quality.

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