

Research on Management Strategy of Start-up Firms from the Perspective of Differentiated Management

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Abstract: In the context of the rapidly changing global economic environment and the rapid development of China's national economy. China's start-up firms are facing problems such as imperfect management systems, lack of market research, lack of long-term strategic goals, and convergence of enterprise management. The implementation of the management strategy of start-up firms must further deepen the reform, develop a clear and practical management strategy objectives, highlight the characteristics, implement differentiated management, and promote the sustainable survival of start-up firms.

Keywords: Differentiated Management, Start-up Firms, Enterprise Management, Strategy.

1. Introduction

Differentiated management is one of the advanced ideas of modern enterprise management. The so-called differentiated management refers to that managers in an enterprise work out relevant management measures that can motivate employees to make the greatest contribution to the enterprise by observing and measuring their personalities. Such management concept attaches importance to the individual differences of enterprise employees and recognizes that the existence of individual differences will have different impacts on enterprise performance. In addition, it can make full use of the complementary value-added effect brought by individual differences, take appropriate measures to stimulate employees to play their potential, and enable them to achieve development while achieving enterprise goals[1]. This object-oriented management mode is the basic requirement of modern enterprise management. Start-ups can use differentiated management mode and combine their own management strategy practice to achieve sustainable survival and development.

2. Enterprise Management Strategy

2.1. Concept

Enterprise management strategy is a kind of enterprise management method, which means that an enterprise can achieve long-term operation management objectives by analyzing its external resource environment and internal core competence in long-term business activities. Therefore, the enterprise management strategy is not only the guideline of the enterprise's future development, but also a strategy adopted by the enterprise in the market competition. In different economic development backgrounds, enterprise management strategies have a variety of options. For example, some enterprises choose cost leadership strategy in competition, some choose differentiation strategy in competition, and some choose agglomeration strategy in competition. In the current market competition, enterprises choose differentiation strategy to better meet consumers' individual needs and personalized services. Enterprise management strategy is a kind of resource regulation method which is implemented based on the general law of commodity economy. It not only conforms to the main trend of enterprise

development, but also is closely connected with social economy. Therefore, the effectively regulated enterprise management strategy plays a key role in promoting the development of enterprises[2].

2.2. The significance of implementing differentiated management

The differentiated management will help expand the management theory system of Chinese start-up enterprises. First of all, enterprise management from the perspective of differentiation management provides a new perspective for the management of Chinese start-up enterprises. It draws lessons from the theories of enterprise management and market competition, which is conducive to the realization of a higher realm of the management of start-up enterprises in the new era. Secondly, the study of start-up management from the perspective of differentiated management can further enrich the theory of enterprise management and expand the research field of enterprise management. Differentiation management is essentially a diversified way of thinking, which emphasizes the differences in economy, environment and market entities, so as to require the implementation of management and policies to achieve deep penetration, but not consistency. Differentiated management focuses on the management of multiple objectives, attaches importance to the correlation and interaction among various elements, and strives to minimize the cost of social supervision in the later period through this correlation and interaction. Differentiated management strategies pay more attention to the differences in products and services, so that enterprises or companies have more personalized. In terms of the way to realize this strategy, it can be reflected in the aspects of technological innovation and services provided to customers by start-ups. The best effect is that start-ups can carry out differentiated treatment according to different elements to achieve the optimization of management. Therefore, differentiated management, as a way of thinking, should be widely applied in the management activities of start-ups, which is of great significance to improve the overall competitiveness of start-ups[3].

3. Management Status of Start-ups Under Differentiated Management

Since the 20th century, our economy has embarked on the fast track of development, at the same time, our economy has also been explosive growth, therefore, there are also a large number of start-up companies, and the competition is more and more fierce, consumers also have higher requirements for the quality of products and services, and it is more personalized and diversified. Therefore, start-ups avoid competition in the same industry through the implementation of differentiated management, so as to win the initiative of market competition. However, due to the late start time of differentiated management of enterprises, there are still some deficiencies in the understanding of managers of start-up enterprises on enterprise management strategy, so that there are still many imperfections in the implementation of differentiated management of start-up enterprises.

3.1. The enterprise differentiation management system is not perfect

In the management process of start-up enterprises, to establish a perfect differentiated management system, it is necessary to start from the formulation, research, combination, implementation, adjustment and specific optimization of management strategy, so that start-up enterprises can form a perfect system in the management strategy. By means of systematic management, the differentiated management of enterprises can adapt to the actual development of enterprises and closely combine the differentiated management of enterprises with the operation and management of enterprises, so as to promote the effective development of enterprise management[4]. Many start-ups in the absence of management and management system is not sound, will lead to a decline in the quality of enterprise products, so that enterprises suffer greater losses. There are several reasons for this problem. First, start-up managers do not have a clear understanding of the importance of differentiated management, pay less attention to it and lack practical experience, which leads to unsatisfactory results in the practical application process. Secondly, some start-up enterprises lack preparation and ability in management, so that the management level can not keep up with the pace of enterprise development and the management system is difficult to improve adjustment and optimization, resulting in a disadvantageous position in competition. Third, start-up managers pay too much attention to technical production, but ignore the improvement of enterprise management system and management system. In this context, the development of start-up enterprises is easy to get into trouble. Start-up enterprises have not realized the systematization of differentiated management operation, and there are still many problems and deficiencies in the construction of differentiated management system. Therefore, how to solve the problem of the differentiated management system of start-ups and how to increase the perfection of the differentiated management system of start-ups have an important impact on the implementation and effect of the differentiated management of start-ups.

3.2. Lack of effective market research in implementing differentiated management

The implementation of differentiated management of start-up enterprises is based on the research of their core

competitiveness and market investigation, through the design of sales channels, the development of unique products and services, to seek the target market and establish its stable market position. In this process, it is very necessary for enterprises to conduct market research. From the current situation, in the process of applying differentiated management, many start-ups do not have enough understanding of the market and consumers, and at the same time, they do not realize some problems in the process of their own management development. As a result, the process of applying differentiated management of start-ups lacks a certain scientific nature and rationality, which seriously affects the play of the effect of differentiated management. Some start-ups fail to have a comprehensive and detailed understanding of their internal resources and external environment in the market survey, resulting in a partial overview, unable to conduct a scientific and effective market analysis, which directly affects the decisions made by start-ups in the future differentiated management, and then affects the final effect of the implementation of differentiated management of start-ups.

3.3. Management mode convergence, differentiation is not obvious

With the development of Chinese economy, many start-up enterprises have noticed the necessity of differentiated management. However, due to the lack of practical experience, many start-up enterprises become more and more homogeneous when implementing differentiated management. This convergence is not only obvious in the same industry of start-up enterprises, but also prominent in enterprises in a certain geographical area. Therefore, the inability to take appropriate countermeasures according to the actual needs of the management strategy of start-ups not only affects the promotion of the management work of start-ups, but also affects the final results of the management work of start-ups, making the management strategy of start-ups unable to be effectively implemented and affecting the effectiveness of the management strategy of start-ups[5]. At the same time, some start-ups completely imitate the differentiated management mode of other advanced enterprises, but do not start from their own actual development situation, nor do they understand the changes in consumer demand, and lack precise positioning of their own development direction. This way of adopting differentiated management by imitating others is easy to affect the implementation effect of differentiated management. As a result, a large amount of resources owned by the company will be wasted, the original product competitive advantages of the enterprise will be affected, and the competitiveness of the start-up enterprises will be constantly weakened, and finally the market will fall into vicious competition[6]. In fact, different start-ups should have different characteristics in management. Choosing suitable scientific management mode is the key for start-ups to win in the competition. However, in order to win the competition, many start-ups tend to increase management investment, so it is difficult to avoid the trend of increasing management costs and other costs, resulting in an increasingly difficult living environment for start-ups.

4. The Implementation Countermeasure of Management Strategy of Start-up Enterprises Under Differentiated Management

4.1. Establish a modern enterprise management model

From the perspective of management mode, some start-ups have not got rid of the traditional barriers of management mode, which has played a certain limiting role in the rapid development of start-ups. Based on this, the new enterprise must change the management means, make full use of various new management techniques and methods, and establish a new modern enterprise management mode. According to the actual situation of enterprise development, it is the fundamental condition for the survival and development of enterprises to integrate their own advantageous resources effectively and adapt to the market demand. Under the current market conditions, if a start-up wants to achieve sustainable development, it requires that the enterprise must keep pace with The Times and establish a modern enterprise management mode. Optimizing enterprise management mode is a key factor for the survival and development of enterprises. It can make the development direction of enterprises more accurate and has important significance for improving the overall management level and decision-making ability of enterprises. Under the support of modern enterprise management mode, differentiation management is developed to create unique products and personalized services through detailed analysis of consumers' characteristics and needs, so as to provide consumers with unique consumption experience. The establishment of modern enterprise management mode provides theoretical basis for the implementation of differentiated management for the start-up enterprises, so as to enable the start-up enterprises to gain advantages in the fierce market competition, so as to achieve the long-term survival and development of Chinese start-up enterprises.

4.2. Find the right market positioning

A full understanding of the market can provide strong data support for the differentiated development of start-up enterprises. The industry division of modern start-up enterprises is relatively complex, and the market size is also extremely large. Consumer demand presents the characteristics of many aspects and perspectives, that is to say, consumer demand is a very important factor in the market. To a large extent determines whether the enterprise can develop in the market for a long time to come. Therefore, if a start-up wants to seek development, it needs to recognize its own position, fully understand the needs of customers, master its own technical resources, conduct comprehensive analysis, seize market opportunities, and develop products and services that are conducive to enhancing customer relations and adapting to the market. At the same time, in the process of steady development, according to their own competitive ability to change, constantly expand the market, establish their own brand advantages, to obtain consumers' wide recognition and brand dependence, so as to gradually form a difference in the precise and fine market positioning, and finally obtain a favorable competitive advantage.

4.3. Building personalized services

In the traditional enterprise management mode, production

and processing is its core position, and service is only an accessory product. However, with the improvement of people's living standards, consumers' requirements for product quality and service are constantly improving, and the traditional production-oriented management model has been unable to meet the needs of customers. Product customization, high-end, small-batch and customized production will be the new trend in the future[7]. It is the original mission of the enterprise to strengthen the service consciousness of the enterprise, uphold the original mission of the industry, and constantly meet the growing needs of the people for a better life. By strengthening enterprise service consciousness and promoting product service system, product function becomes the standard of value evaluation, and the profit of production company will no longer depend on the sale of physical goods, but more depend on the realization of efficient function. From product production to customer service transformation, improve the overall benefit, strengthen the trend of enterprise service. Thus, in service-based product partnerships, startups and customers establish a common goal of reducing product lifecycle expenses and reducing resource usage. In addition, the launch of the product service system enables low-end consumers to enjoy high-quality functional services at a lower price, and promotes the innovation of the enterprise's core business and income model through the innovation of the value proposition. In this process, start-ups can not only better meet the requirements of customers under the condition of low cost, but also create new customers, create new value and obtain new profits.

4.4. Innovate corporate technology and corporate culture

The differentiated management of start-up enterprises should fully conform to the development law of market economy. With the constant change of the external environment, the company's internal management should also be adjusted accordingly. Start-ups should learn from other enterprises' advanced technology and corporate culture to improve their own innovation ability, which is the driving force for the development of enterprises and an important way to promote the healthy development of enterprises[8]. Promote the effective use of internal resources and the construction of core capabilities, create an atmosphere of technological innovation and corporate culture innovation, and establish the value concept of independent innovation of enterprises. We should strengthen the investment in human resources, increase the investment in training and re-education of workers, improve their cultural knowledge and labor skills, and provide study and training opportunities for technical R&D workers, such as attending various professional conferences and technical training, so as to obtain career development opportunities. Differentiated management should not only reflect the characteristics of products and services, but also show the characteristics of enterprise culture and technology to consumers. It should carry out the innovation of enterprise culture fundamentally, attach importance to the progress of science and technology, and support the product advantages of enterprises through technological innovation, so as to gain a firm foothold in the fierce market competition.

5. Peroration

In a word, differentiated management plays an important

role in the operation and management of start-ups. Effective enterprise management strategies can enhance the core competitiveness of enterprises in the market, promote the stable development of enterprises, and assist enterprises to achieve the ultimate development goals[9]. Therefore, start-ups should fully combine the actual development status of the market economy, constantly improve their brand awareness and service concept, establish a unique corporate culture, innovate and develop enterprise management strategies, and effectively analyze the differentiation of management in the same industry, so as to form their own unique advantages in the market competition, in order to adapt to the growing needs of consumers. To adapt to the development of the market environment in the new era.

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