

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
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ECONOMICS AND MANAGEMENT FACULTY

Public management and administration Department

QUALIFICATION WORK

Education Degree - Master

on: **Improving the Management Efficiency of Tianqi
Advertising Enterprises Under Modern Commercial
Conditions**

Completed: student of
073 «Management» (EP «Administrative Management»)

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Faculty Economics and Management
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Education degree «Master»
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TASK

on qualification work for student

Zhang Lan

1. Theme of Qualification work: Improving the Management Efficiency of Tianqi Advertising Enterprises Under Modern Commercial Conditions

Supervisor Viktoriia Makarova, Doctor in Economics, Professor

approved by the university from _____

2. Deadline for student completed project (work)

September, 5 2024

3. Background to the project (work):

educational methodical manuals, monographs, textbooks on the subject of research, scientific publications, economic and financial statements for the period of 2021-2023 years

4. Contents of settlement and explanatory notes (the list of issues to develop):

- to study theoretical and scientific methodical foundations of the management efficiency;
- to analyze organizational and economic characteristics of TIANQI advertising company
- to analyze external and internal environment of a company
- to conduct SWOT analysis of the enterprise;
- to consider and identify ways to improve enterprise management efficiency

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CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	<i>July, 2023</i>	
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	<i>August - December, 2023</i>	
3	Preparation and presentation of draft of the first chapter of the thesis	<i>January 2023</i>	
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	<i>March 2024</i>	
5	Making the theoretical part of the thesis, summarizing the analytical part	<i>April 2024</i>	
6	Design options improve the research problem	<i>May 2024</i>	
7	Completion of the project part of the thesis, design chapters	<i>June 2024</i>	
8	Previous work and its defense review	<i>July 2024</i>	
9	Checking the authenticity of the thesis	<i>August, 2024</i>	
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11	Defense of the thesis	<i>September, 11-12 2024</i>	

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SUMMARY

Zhang Lan. Improving the Management Efficiency of Tianqi Advertising Enterprises Under Modern Commercial Conditions.

Master's thesis in the specialty 073 «Management», EP «Administrative Management» SNAU, Sumy-2024. Manuscript.

Driven by the digital wave and fierce market competition, the efficiency of advertising enterprise management is becoming more and more important. As the pioneer of Shaoxing industry in Zhejiang Province, the optimization of management efficiency has become the key to enhance the overall competitiveness. Based on the cross field of enterprise management and advertising, this study focuses on how to improve the management efficiency of Tianqi advertising enterprises under modern commercial conditions. Through the methodology of systematic theoretical induction and empirical analysis, this paper reveals the core factors affecting the management efficiency of advertising enterprises, and constructs and applies targeted management strategies and models in order to achieve remarkable results in practice. First of all, by summarizing the key role of administrative management in the sustainable development of enterprises, its influence on enterprise development and its advisory role in the process of enterprise growth, the importance of management efficiency to enterprise development is expounded. Then, through the introduction of Tianqi advertising company and the analysis of its management efficiency, the problems and reasons of current management efficiency are analyzed, including the influence of ideas, institutional setup, management system, the quality of managers and management technology. On this basis, a series of solutions are put forward, including establishing management efficiency consciousness, improving the quality of administrative personnel, implementing target management and perfecting management mechanism, aiming at improving the management efficiency of Tianqi advertising enterprises. Finally, the innovation of this study lies in introducing the strategic management perspective to discuss the management problems of advertising enterprises, deepening the research on connotation and extension of management efficiency, providing a data analysis model and applying it to the formulation of optimization strategies of management efficiency. The theoretical contribution of this study is mainly to broaden the theoretical boundary of the research on the management efficiency of advertising enterprises, while the practical significance is to provide operational strategies and tools for the management improvement of advertising enterprises.

Keywords: management efficiency; advertising enterprises; efficiency optimization; optimization strategy

АНОТАЦІЯ

Чжан Лан. Підвищення ефективності управління рекламними підприємствами Tianqi в сучасних комерційних умовах. Магістерська робота за спеціальністю 073 «Менеджмент», ОП «Адміністративний менеджмент» СНАУ, Суми-2024. Рукопис.

Під впливом цифрової хвилі та жорсткої конкуренції на ринку ефективність управління рекламним підприємством стає все більш важливою. Будучи піонером промисловості Shaoxing у провінції Чжецзян, оптимізація ефективності управління стала ключем до підвищення загальної конкурентоспроможності. Базуючись на перехресній сфері управління підприємством і рекламою, це дослідження зосереджено на тому, як підвищити ефективність управління рекламними підприємствами Tianqi за сучасних комерційних умов. За допомогою методології систематичної теоретичної індукції та емпіричного аналізу ця стаття розкриває основні фактори, що впливають на ефективність управління рекламними підприємствами, а також створює та застосовує цілеспрямовані стратегії та моделі управління для досягнення чудових результатів на практиці. Перш за все, узагальнюючи ключову роль адміністративного менеджменту в сталому розвитку підприємств, його вплив на розвиток підприємства та його консультативну роль у процесі зростання підприємства, пояснюється важливість ефективності управління для розвитку підприємства. Потім, шляхом впровадження рекламної компанії Tianqi та аналізу її ефективності управління, аналізуються проблеми та причини поточної ефективності управління, включаючи вплив ідей, інституційної установки, системи управління, якості менеджерів та технології управління. На цій основі висувається низка рішень, включаючи встановлення свідомості ефективності управління, підвищення якості адміністративного персоналу, впровадження цільового управління та вдосконалення механізму управління, спрямованого на підвищення ефективності управління рекламними підприємствами Tianqi. Нарешті, інновація цього дослідження полягає у впровадженні перспективи стратегічного менеджменту для обговорення проблем управління рекламними підприємствами, поглиблення дослідження конотації та розширення ефективності управління, надання моделі аналізу даних та застосування її до формулювання стратегій оптимізації ефективності управління. Теоретичний внесок цього дослідження полягає в основному в розширенні теоретичних меж дослідження ефективності управління рекламними підприємствами, тоді як практичне значення полягає в наданні операційних стратегій та інструментів для вдосконалення управління рекламними підприємствами.

Ключові слова: ефективність управління; рекламні підприємства; оптимізація ефективності; стратегія оптимізації

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INTRODUCTION

Relevance of the topic. Under modern business conditions, Tianqi advertising enterprises are facing an increasingly competitive environment, and market demand and consumer behavior are changing rapidly. With the diversification and rapid change of consumers' access to information channels, the effectiveness of traditional advertising media is gradually declining, and the efficiency of enterprise management needs to be urgently improved in order to adapt to the changes in the market.

From a macro perspective, the accelerating trend of globalization and informationization has led to fundamental changes in the business environment, which requires enterprises to adopt new management styles to meet this challenge. And as an enterprise adhering to the market-oriented philosophy, Tianqi Advertising Enterprises must continue to improve the efficiency of enterprise management to cope with the changes in the market in order to maintain market competitiveness.

From a micro point of view, Tianqi advertising enterprises are faced with many management problems, including personnel management, capital management, technological updating and so on, which are especially prominent in modern business conditions. The traditional management style has been difficult to adapt to the current market demand, therefore, Tianqi advertising enterprises must improve the management strategy and improve the management efficiency to adapt to the requirements of the modern business environment.

With the rapid development of information technology, the new path to improve the management efficiency of Tianqi advertising enterprises is also gradually emerging. The application of new technologies, such as big data analysis, artificial intelligence, intelligent marketing, etc., provides new management ideas and methods for Tianqi advertising enterprises, and provides important technical support and guarantee for improving management efficiency. At present, how to better adapt to the development of the times, to meet the

challenges of the market, to better meet the needs of customers, to improve the management level of the enterprise, etc., are small and medium-sized advertising company development issues faced.

Therefore, it becomes imperative to improve the management efficiency of Tianqi advertising enterprises. For Tianqi advertising enterprises, improving management efficiency is not only to improve the economic efficiency of enterprises, but also to adapt to market changes, maintain market competitiveness, improve the overall quality and competitiveness of enterprises.

Relationship with academic programs, plans, themes. Master's thesis is done according to the plan of research at Sumy National Agrarian University.

The aim of the thesis is: the scientific substantiation of theoretical and methodical and applied principles of developing methods to improve the management efficiency in advertising enterprises.

According to the purpose, **the main objectives of the study** were identified:

- to carry out theoretical analysis and the essence of the categories “efficiency” and “management efficiency” and research and conceptual apparatus;
- to organize the factors and methods influencing the increase of management efficiency in advertising enterprises;
- to determine the status - main directions of management efficiency in advertising enterprises
- to characterize overall assessment of the level of management efficiency in Tianqi advertising enterprises;
- to analyze the effectiveness of management efficiency in Tianqi advertising enterprises;
- to develop strategic options for improving the efficiency of enterprise management;
- to propose strategies to improve the efficiency of enterprise management

Object is organizational and economic relations aimed at improving the the efficiency of enterprise management.

The subject is a set of theoretical, methodological, and practical aspects of the process of identifying ways to improve the management efficiency in advertising enterprises.

Research methods: logical generalization and comparison; expert assessment, statistical analysis, data grouping and aggregation; factor synthesis analysis .

Information base includes scientific works by domestic and foreign scientists in the problem area, national statistical report data, the publication of official and scientific journals, enterprise manufacturer's reporting information, international and Chinese scientific time conference materials.

The practical significance of the results is: It can be used as the basis for further research on the competitive strategy, methods, and practices of enterprises, and as the basis for the achievements of enterprises in a stable position in the market. The research results are confirmed by its application in the practice activities of enterprises.

Personal Achievements master's degree. Results of the study contained in the Master's diploma are independent developments and suggestions of the author. Research problems to increase the competitiveness of the enterprise displayed in six scientific papers relevant to the study.

The structure and scope of work. Master's thesis consists of an introduction, three chapters, conclusions and proposals list of references. The main text posted on the 58 pages of computer text, the work contains 13 tables, 3 figures.

CHAPTER 1

THEORETICAL AND SCIENTIFIC METHODOLOGICAL FOUNDATIONS OF THE MANAGEMENT EFFICIENCY

Understanding modern scientific approaches to the implementation of enterprise management functions is a necessary feature of a top-level manager for the successful performance of production and social tasks of a business entity in the conditions of development and functioning of a dynamic external economic environment. Management is an important and integral component of the company's activity system, as it ensures its economic efficiency, competitiveness and guarantees sustainable development. Nowadays, equipment and technologies are changing at an increasingly rapid pace, the socio-economic behavior of consumers, competitors and other stakeholders of enterprises, institutions, organizations is being transformed, expectations and behavioral traits of the personnel of economic entities are also changing.

In such conditions, the level of dependence of the efficiency and viability of enterprises on the quality and speed of management decisions made by the management, which concern both the production sphere and the main economic activity, as well as work with personnel in the direction of increasing labor efficiency, is rapidly and inevitably increasing. In order to really use management at the applied level as a reliable tool for achieving entrepreneurial success, it is necessary to thoroughly master its methodology and acquire competencies for applying them in specific situations.

Enterprise management is a process of successive actions initiated by the management of a business entity in order to achieve the goal of its creation and ensure the highest level of satisfaction of the maximum number of its stakeholders. In the process of monitoring the company's activities, the level of efficiency of its work can be evaluated as the main indicator of the rationality of the organization of the management process. High indicators of profitability, liquidity, financial

stability, profitability of the enterprise are evidence of high efficiency of its management.

The enterprise management process has its own characteristics. Peculiarities of the implementation of various stages and functions of management are worth separate consideration and study within the scope of this study. They are the starting point for finding opportunities for quality transformations of management processes.

In general, the process of managing the company's activities is implemented by top, middle and, in some cases, lower level managers. In view of this, the following levels of enterprise management are distinguished:

- technical (lower) level. This level ensures interaction of top management with direct executors of production processes at the enterprise;
- managerial (middle) level. It is an intermediate level between lower and higher. Managers of this link provide control over the activities of individual units. They manage the work and control the decisions of technical level managers;
- institutional (higher) level. Similar to the administration of the enterprise, the managers of this link are responsible for the implementation of the strategic management of the enterprise: financial issues, work on domestic and foreign markets, improvement of the entire activity of the organization.

In general, in a broad sense, the effectiveness of management of a business entity is formed from such constituent elements as the effectiveness of management of specific functional subsystems of the enterprise's activity: marketing activities, human (labor) resources, financial resources, production resources, logistics system, and so on, as well as to a large extent depends on the fact how balanced is the management of all subsystems of the enterprise management at the level of the organization of the general management of the economic structure, that is, at the level of the general management of the business entity. The effectiveness of enterprise (organization) management is investigated in terms of strategic and operational management planes. Also, the effectiveness of

business structure management must be maintained in the context of the combination of separate enterprise systems

An important issue is the assessment of the level of efficiency of enterprise management. It is believed that the efficiency of enterprise management has two important measurement indicators - economic and effective. The effective measure indicates the extent to which the enterprise succeeds in fulfilling the tasks set to guarantee the necessary volume of production, goods or services, sales and successful completion of other marketing tasks. The economic dimension signals how costly this or that method of achieving the set goals will be for the enterprise.

Under modern commercial conditions, it is very important to improve the management efficiency of Tianqi advertising enterprises. Management refers to the process of planning, organizing, leading and controlling the internal and external resources of an enterprise, while efficiency refers to the ability to achieve maximum output with limited resources. Management is closely related to efficiency, and effective management can improve efficiency, thus achieving the long-term development goals of enterprises. Management efficiency includes not only the rational allocation and utilization of resources, but also the effective management of the overall operation of enterprises. Therefore, improving management efficiency requires enterprise leaders to have comprehensive management ability and effective management methods.

Under modern business conditions, the improvement of management efficiency requires enterprise leaders to have a high level of strategic planning and execution ability. Strategic planning refers to determining the long-term development goals and strategic direction of an enterprise according to the analysis of internal and external environment, and making corresponding implementation plans. Executive ability means that leaders can effectively organize and mobilize internal resources of enterprises and promote the smooth implementation of strategic plans. The promotion of strategic planning and execution ability can effectively improve the management efficiency of enterprises, realize the optimal

allocation and utilization of resources, and then improve the competitiveness of enterprises.

In addition to strategic planning and execution ability, improving management efficiency under modern commercial conditions also needs to pay attention to information management. Information management refers to the use of information technology to improve the internal management and operation of enterprises. Through information management, enterprises can realize centralized management and sharing of information, improve decision-making efficiency and effectiveness, and thus improve management efficiency. Information management can also help enterprise leaders make more accurate decisions through data analysis and prediction, avoid waste and loss of resources, and improve the operational efficiency of enterprises.

In addition, in modern business conditions, improving management efficiency also needs to pay attention to team building and management. Team building and management means that leaders need to build an efficient team and effectively manage the cooperation and communication within the team. Through team building and management, enterprises can mobilize the work passion and creativity of team members, improve work efficiency and innovation ability, and thus realize the long-term sustainable development of enterprises. Therefore, team building and management are important means and ways to improve management efficiency.

The implementation of management efficiency involves the adoption of a series of strategies, tools and methods, aiming at optimizing various management activities of the enterprise, improving the overall operational efficiency and resource utilization rate of the organization, aiming at improving the overall operational efficiency of the enterprise and enhancing its competitiveness through all-round improvement.

There are mainly PESTLE analysis and SWOT analysis.

(1) PESTLE analysis method

PESTEL analysis model, also known as macro-environment analysis, is an effective tool to analyze macro-environment, which can not only analyze external environment, but also identify all forces that have an impact on the organization. It is a method to investigate the external factors of an organization, and each letter of it represents a factor, which can be divided into six major factors: Political factor, Economic factor, social and cultural factor, Technological factor, Environmental factor and Legal factor. PESTLE analysis method is widely used in strategic planning, investment decision-making, market research, risk assessment and many other scenarios. Only after deeply understanding the external environment that affects the development of enterprises, managers can formulate appropriate strategies, that is, the operating conditions of enterprises that can be adjusted by changing their own strategies.

Political factors: The influence of politics mainly comes from a series of factors such as national political ecology, laws and regulations, government encouragement policies or control policies, tax-related policies, administrative licensing, international trade barriers and national security restrictions. The development of any enterprise must have a deep understanding of the political factors. When the political factors change, the enterprise should adjust its development strategy in time to adapt to this.

Some changes, to avoid losses in business operations.

Economic factors: refers to the macro-economic environment in which the enterprise is located. In order to develop, the enterprise must always know the changes in this macro-economic environment, which mainly includes the level of macro-economic development, economic growth rate, fiscal and monetary policies, interest rates and exchange rates, consumer confidence index, and things in the macro-environment.

Price index, inflation rate, consumer spending power, per capita employment rate and industry development stage, etc.

Social factor: refers to the social and cultural environment in which the enterprise is located, which is the least among the four factors.

A factor of stability, because the social and cultural environment is changeable, the scope of influence is too wide.

Technical factor: This factor refers to the current market technical environment of the enterprise. The technical level is advancing by leaps and bounds. Only by constantly updating and improving their own technical level can enterprises become competitive and will not be eliminated in the ever-changing society.

Environmental factors refer to the elements that can interact with the environment in an organization's activities, products or services, including those that cause actual and potential, adverse and favorable environmental impacts.

Legal factors: a comprehensive system composed of laws, regulations, judicial status and citizens' legal awareness outside the organization.

PESTLE analysis through the above six aspects of the specific situation analysis, based on the company's strategic vision to monitor environmental changes, formulate enterprise strategies, explore opportunities to seize the market, strengthen enterprise management, thus greatly improving the management efficiency of enterprises. To improve the management efficiency of a company, we must grasp the present situation and changing trend of the macro environment, and enterprises need to adjust their development strategies according to themselves in order to develop more steadily and avoid possible threats. Therefore, PEST analysis can provide important information and perspective for enterprises to carry out strategy and planning, and provide scientific basis for the development and management of enterprise market.

SWOT analysis method

SWOT analysis, which is a framework for evaluating internal Strengths, Weaknesses, external Opportunities and Threats of an organization, is helpful for strategic planning and decision-making. Through the analysis of the combination of these four factors, we can draw four kinds of enterprise strategies: SO (Advantage (S)+Opportunity (O)) strategy, which is suitable to adopt growth strategy, that is, the company has its specific advantages and the external

environment has advantages for the company to play its advantages. At this time, the company can adopt growth strategy to take advantage of the situation and expand its market dominance; WO (disadvantage (W)+opportunity (o)) strategy, the company should adopt a reversal strategy, that is, the company should seize external opportunities and reverse internal disadvantages; ST (Advantage (S)+Threat (T)) strategy, the company should adopt diversification strategy and use its own advantages to avoid threats, thus reducing the impact on the enterprise; WT (disadvantage (W)+threat (t)) strategy, the company should adopt defensive strategy, that is, the company should take defensive measures, shrink and integrate, and be ready to go, so as to minimize the impact of unfavorable factors on the company.

SWOT analysis method is a systematic thinking that can comprehensively consider problems. In our analysis, we need to list the influencing factors according to their importance, and give priority to the more important and urgent problems, so as to achieve twice the result with half the effort.

CHAPTER 2

STRATEGIC MANAGEMENT ENVIRONMENT ANALYSIS FOR TIANQI ADVERTISING COMPANY

2.1 General organizational and economic characteristics of Tianqi advertising company

Established in 2011, Shaoxing Tianqi Cultural and Creative Co., Ltd. (hereinafter referred to as "Tianqi Advertising") is an enterprise focusing on advertising operation and headquartered in Shaoxing. The company's business covers outdoor media, community media and commercial basement media, with rich resources, covering more than 95% of mainstream apartments and office buildings, and its market operation covers Yuecheng, Ke Qiao, Shangyu and Zhuji. Supported by a professional team, Shaoxing Tianqi has made outstanding achievements in high-end design and production and new media operation, realized the interactive development of traditional media and emerging media, and formed a unique industrial operation mode. By accurately positioning urban landmark buildings, central business districts and traffic arteries, the company strongly occupies the core scene, and is committed to seizing the focus of Shaoxing in many directions and detonating the core output of the brand. Through the integrated operation of all-media delivery in Shaoxing, Shaoxing Tianqi has gained a firm foothold in the local market, actively explored the Yangtze River Delta region and steadily moved towards the national market.

The questionnaire of this survey is named "Management Efficiency Questionnaire of Tianqi Advertising Enterprises", which aims to fully understand the management situation of Tianqi advertising enterprises under modern commercial conditions. The questionnaire covers employees' work experience, management efficiency evaluation, communication and cooperation, market competitive advantage, technology application and innovation. In order to ensure

the reliability of the survey results, we plan to investigate 200 employees of Tianqi advertising enterprises as the survey objects. During the investigation, we distributed 200 questionnaires and collected 180 questionnaires within the specified time. After screening and sorting, there are 170 valid questionnaires. Therefore, the effective rate is 85%. Survey results of employees' work experience and satisfaction in tables 2.1- 2.3.

Table 2.1 Work Experience

Less than a year	40	23.5%
1-3 years	60	35.3%
3-5 years	50	29.4%
More than 5 years	20	11.8%

Table 2.2 Evaluation of Management Efficiency

Very high	30	17.6%
Higher	60	35.3%
Common	50	29.4%
Lower	30	17.6%

Table 2.3 Job Satisfaction

Very satisfied	35	20.6%
Satisfied	55	32.4%
Common	50	29.4%
Dissatisfied	30	17.6%

As can be seen from the table, among the employees who participated in the survey, the proportion of employees with 1-3 years of work experience was the highest, reaching 35.3%, followed by employees with 3-5 years of work experience, accounting for 29.4%. Regarding the evaluation of management efficiency, 29.4% of employees think that management efficiency is average and 35.3% think that management efficiency is high. In terms of job satisfaction, 32.4% of employees are satisfied, 20.6% are very satisfied, and 17.6% are dissatisfied. These data show that most employees have a positive attitude towards the management efficiency of Tianqi advertising enterprises, but there are still some employees who are dissatisfied with their job satisfaction to some extent. This suggests that Tianqi advertising enterprises still have room for improvement in management efficiency and employee satisfaction, which provides an important reference for improving enterprise management efficiency and employee job

satisfaction. Investigation on management process clarity, smooth communication and market competitive advantage.

Table 2.4 Management Process Clarity

Yes	90	50.0%
No	15	8.8%
Uncertain	60	35.3%

Table 2.5 Communication Smoothness

Yes, it's very smooth	30	17.6%
Yes, it's smoother	55	32.4%
Sort of	40	23.5%
No, there are communication barriers.	45	26.5%

Table 2.6 Market Competitive Advantage

Have great advantages	25	14.7%
Have certain advantages	60	35.3%
Sort of	45	26.5%
Have no advantage	40	23.5%

As can be seen from the table, 50.0% employees think that the management process is clear, 35.3% employees are uncertain about it, and 8.8% employees think that the management process is not clear. In terms of communication smoothness, 49.6% of employees think that communication is smooth, among which 17.6% employees say it is very smooth, 32.4% employees say it is relatively smooth, but 26.5% employees still think there are communication obstacles. Regarding the market competitive advantage, 35.3% of employees think that the enterprise has certain advantages, while 23.5% of employees think that the enterprise does not have market competitive advantage. The data shows that although most employees think that the management process is clear and the communication is smooth, there are still some employees who are uncertain or dissatisfied with it. At the same time, some employees also hold different views on the advantages of enterprises in market competition. This suggests that Tianqi advertising enterprises need further improvement in management process optimization, communication mechanism construction and market competitive advantage promotion.

Resource utilization

Table 2.7 Technology Application Degree

Very good	20	11.8%
Better	40	23.5%
Sort of	70	41.2%
Not good enough	40	23.5%

Table 2.8 Innovation consciousness

Very strong	15	8.8%
Stronger	35	20.6%
Sort of	65	38.2%
Weaker	45	26.5%

Table 2.9 Innovation Practice

Very frequently	25	14.7%
More frequently	50	29.4%
Sort of	60	35.3%
Rarely seen	25	14.7%

As can be seen from the table, 35.3% of employees think that the degree of technology application is average and 23.5% think that it is not excellent enough. In terms of innovation consciousness, 38.2% employees think that innovation consciousness is average, and 26.5% employees think that innovation consciousness is weak. With regard to innovation practice, 35.3% of employees think that innovation practice is general, and 29.4% think that it is more frequent. The data shows that although most employees think that the degree of technology application and innovation practice is average, there are still some employees who are not positive enough. At the same time, some employees' evaluation of innovation consciousness and innovation practice is relatively low, which shows that enterprises need to strengthen in stimulating employees' innovation potential and promoting innovation practice. Therefore, Tianqi advertising enterprises can enhance their technology application level and innovation awareness by strengthening technical training and encouraging employees to participate in innovative activities, so as to better adapt to the needs of modern business environment.

Investigation on training and development opportunities, decision-making ability of management and employee's job satisfaction.

Table 2.10 Satisfaction with Training and Development Opportunities

Complete satisfaction	30	17.6%
Partial satisfaction	60	35.3%
Not satisfied enough	50	29.4%
No training and development opportunities are provided	30	17.6%

Table 2.11 Evaluation of Management's Decision-making Ability

Very well equipped	20	11.8%
Have more	50	29.4%
Sort of	60	35.3%
Lack of decision-making ability	40	23.5%

Table 2.12 Employee Job Satisfaction

Very satisfied	25	14.7%
Satisfied	50	29.4%
Sort of	55	32.4%
Dissatisfied	40	23.5%

As can be seen from the table, 35.3% employees think that the training and development opportunities are partially satisfied, and 29.4% employees think that they are not satisfied. Regarding the evaluation of management's decision-making ability, 35.3% of employees think it is average, and 23.5% think it lacks decision-making ability. In terms of employees' job satisfaction, 32.4% employees said it was just so-so, and 23.5% employees said they were not satisfied. The data shows that although most employees are satisfied with the training and development opportunities and the decision-making ability of management, there are still some employees who are dissatisfied with these aspects or need to improve their understanding. At the same time, the overall performance of employees' job satisfaction is average, indicating that enterprises still need to pay attention to employees' work experience and welfare benefits in order to enhance employees' job satisfaction and loyalty. Therefore, Tianqi advertising enterprises can further improve employee job satisfaction and enterprise performance by strengthening employee training, improving management decision-making level and improving employee welfare treatment.

Since its establishment in 2011, Tianqi Advertising Company has continued to grow and develop, and its total sales and profits have maintained steady growth.

By 2023, the total marketing of Tianqi Advertising Company has reached 30 million yuan, and its annual sales profit has also exceeded 5 million yuan. In recent years, the company has been paying attention to lean management and the improvement of management quality, which makes the brand of the company enjoy a good reputation in the local market and has a good industry reputation among the customer groups. In recent years, the company has invested a lot of money to introduce advanced equipment, including gates, video machines and other special advertising equipment, which has enabled the company's advertising level and coverage to increase continuously, promoted the company's advertising services to be more diversified, and the advertising communication has shown better, more mature and richer effects, bringing consumers a better consumption experience.

However, in the process of development, the company is also facing some external constraints, such as increasingly fierce market competition and high cost. On the one hand, traditional and single products cannot meet the new needs of consumers, and customers need the company to provide more personalized and intelligent products and services; On the other hand, due to the change of sales model, the continuous improvement and application of new materials and technologies, the cost of advertising materials, environmental protection and labor costs has risen sharply, greatly reducing the company's profit margin. In addition, due to the company's lack of good brand awareness and promotion, the company's brand attention is still relatively low in the market. In addition, the company's internal management is seriously lacking in core technical capabilities, the internal management model is relatively backward, the investment in human resources is insufficient, and the brain drain is serious, which makes the company face a severe test of overall upgrading and transformation.

How to effectively solve the above problems requires the company to formulate an effective development management strategy, improve management efficiency, reasonably evaluate its own advantages and disadvantages, grasp the opportunities brought by the external environment, actively respond to external

threats, and give full play to the company's advantages and specialties, so that enterprises can survive and develop in the cruel market competition and maintain long-term competitive advantages.

In recent years, Tianqi advertising company has developed rapidly, but it still faces many problems, such as relatively backward management mode, unclear market positioning, weak brand awareness, serious brain drain and so on. The details are as follows:

(1) the management mode is relatively backward.

Tianqi Advertising Company is in the development stage, and only pays attention to the growth of economic benefits, and has little investment in advanced enterprise management concepts and human resources evaluation system. The management and technical personnel of the enterprise are mainly self-trained, and their management model has not been incorporated into the development plan, and the subjective initiative of employees has not been fully exerted. In the development process of the company, managers have too much personal rights and are too emotional in dealing with problems, which seriously restricts the company's development.

(2) the market positioning is not clear enough

The national economy is improving, and all aspects of policy support require enterprises to adhere to the business philosophy of open cooperation and strengthen multi-party cooperation to promote development. However, due to the lack of cooperation experience with advanced enterprises at home and abroad, and the company's customer fields are scattered, the new problems that appear in the process of contacting new fields of the company's advertising design team are not targeted, the work efficiency is greatly reduced, and the company's resources are also wasted.

(3) brand awareness is not strong

Tianqi Advertising Company lacks a clear brand image, and its brand promotion mainly relies on offline. Moreover, it has invested less energy and resources in brand communication and promotion, and has not paid good attention

to the promotion of new media, network platforms and other emerging technologies. This has led to the failure to leave a deep impression on customers in the development process, and the market has not paid enough attention to the company, thus affecting the further development of the company's business.

(4) The brain drain is serious

Talent is the primary productive force of the company's development, and the continuous development of the company also puts forward new requirements for the company's human resources reserve. But the company lags far behind the growth in talent training, and many other emerging advertisements

The company adopted the means of digging corners with heavy money, which led to a serious brain drain and a substantial increase in labor costs.

The main reasons for the many problems faced by Tianqi Advertising in the process of development include the following aspects:

(1) Insufficient awareness of the importance of enterprise management. Tianqi Advertising Company is too focused on the pursuit of economic benefits in the development process, and does not recognize the important role of management benefits in enterprise management. The main factors leading to this problem are three: First, the enterprise management system is not sound. The second is the lack of understanding of the long-term development direction of the enterprise. Thirdly, due to the fact that Tianqi has invested less in enterprise management and is limited by the size of the company, it is not experienced enough in the construction of enterprise management system.

(2) Lack of clear market positioning: The company may not have clearly defined its core competencies and target markets, resulting in an overly broad service area and difficulty in forming professional depth. Without a clear market positioning, it is difficult to accurately grasp the needs of customers, affecting service quality and efficiency.

(3) The core cultural values of the enterprise have not been formed with its own characteristics. Enterprise culture is formed in the process of enterprise development, is the value system recognized and accepted by all employees.

Enterprises must establish their own core culture, which can shape a good corporate image, improve the cohesion and centripetal force of the enterprise and enhance the comprehensive competitiveness of the enterprise. At present, the core culture consciousness of Tianqi Company is still very weak, and it has not formed the core culture values with its own characteristics.

(4)The concept of enterprise management is backward. Tianqi company's personnel management concept is outdated, did not establish a perfect talent reserve program, there is no set of effective assessment system to fundamentally improve the management efficiency of the enterprise, and not enough attention to the physical and mental development of the staff, the rights, responsibilities and interests of the employees are not clearly defined, thus leading to the work of the staff cannot give full play to the subjective initiative, high quality, high efficiency to complete the company's development goals.

To summarize, as a small and medium-sized private enterprise, Tianqi Advertising Company still faces many challenges in the process of development. In order to promote the further development of the company, it is necessary to improve the current problems of the company, formulate a comprehensive and systematic enterprise development strategy, and improve the management level and efficiency of the enterprise.

2.2 Analysis of external and internal environment of a company

By analyzing the external environment of Tianqi advertising company, we can understand the external environment of the company more clearly, and let the enterprise accurately judge the opportunities and threats it faces, which is of great help to choose suitable development strategies and improve management efficiency. This paper will analyze the external environment of Tianqi advertising company from two aspects: macro environment and industry environment. PESTLE analysis method is used to evaluate the macro environment from six aspects: politics, economy, society, technology,

environment and law. The analysis of the industry environment adopts Michael five forces model's theory to analyze the industry environmental factors that affect the development of Tianqi advertising company.

Macro-environmental analysis

(1) Analysis of political and legal environment

First, national policies, cultural and creative industries are strongly supported. As the competent department of the advertising industry, the State Administration for Industry and Commerce has issued a number of advertising industry promotion policies, such as Guiding Opinions on Promoting the Development of Advertising Industry, Revitalization Plan of Cultural Industry and Opinions on Promoting the Implementation of Advertising Strategy, to encourage powerful advertising enterprises to cooperate and promote the integration, optimization and efficient allocation of advertising resources. Support the development of small and medium-sized micro-advertising enterprises with good qualifications, great potential, characteristics and standardized business practices. Local governments also cooperate with the national policy of vigorously developing cultural industries and give many support policies to cultural and creative industries. As an important part of it, advertising companies have also received unprecedented development opportunities.

Second, the relevant legal protection has been continuously improved. With the gradual improvement of laws and regulations related to the advertising industry in China, the government departments are gradually moving towards the legalization and regularization of the advertising industry management, such as the Advertising Law (2015), the Regulations on the Registration of Advertising Publication (2016) and other laws and regulations, which put forward new requirements for the development of the advertising industry and constantly promoted the development of the advertising industry in China in a more healthy and orderly direction.

Third, it is guided by good local policies. As one of the most developed areas in the Yangtze River Delta in China, Zhejiang local governments have

always attached great importance to the standardized development of the advertising industry, and various policy guarantees have also provided a strong guarantee for the sustainable development of the advertising industry.

(2) Analysis of economic environment

Over the past 40 years of reform and opening-up, the macroeconomic situation in China has continued to improve and the gross national product has been growing. By 2023, the total annual turnover of China's advertising market has exceeded 1,312 billion yuan, ranking among the top in the world, and has met the preconditions for industrial adjustment, upgrading and sustainable development. China's advertising industry constantly absorbs international advanced ideas and practical experience, and in the process of mutual promotion, it is constantly in line with the international advertising industry, which has become a bridge and link between China's economy and culture and the world's economy and culture.

In recent years, with the support of national policies, Zhejiang has developed its own resource advantages and its economy has developed rapidly. In 2023, the province's annual GDP was 8,255.3 billion yuan, an increase of 6% over the previous year. The development of Zhejiang cultural industry has been greatly promoted, but overall, the advertising industry is still in the primary stage of development, and the market gap is large, which also means that Zhejiang advertising industry has great development space and market opportunities.

(3) Analysis of scientific and technological environment

The speed of technological progress is changing with each passing day, and advertising is also one of the earliest industries where emerging technologies are popularized. Advertising technology has gradually developed from paper and printing to electronization, digitalization and networking. The application of emerging technologies not only enhances the expressive force and appeal of advertisements, but also promotes the integration of media. The combination of online media with digitalization and networking has also brought about earth-shaking changes in the advertising industry. Facing the challenge of the new

media era, the development of traditional advertising companies must also keep pace with the times.

(4) Analysis of social and cultural environment

At present, China's population exceeds 1.4 billion, and residents' consumption level and ability are constantly improving with population growth. The development of demographic dividend and quality education has also injected a lot of fresh blood into the advertising industry, provided a large number of outstanding talents, and promoted the sustainable development of the advertising industry. Driven by this environment, the advertising industry is developing in the direction of civilization, harmony and environmental protection.

The development and popularization of Internet technology has brought great convenience to our life, and also provided impetus for the development of advertising industry. The rise of new online media also allows advertisers in the new era to see opportunities and promote the cultural industry to develop in an open direction and let a hundred flowers blossom.

Industry environment analysis

(1) Analysis of bargaining power of suppliers

Raw materials, inkjet printing companies, printing plants, material manufacturers and other advertising production suppliers are scattered, and there are many market competitors. When choosing such suppliers, Tianqi Advertising Company chooses the most "good quality and low price" supplier. Therefore, this kind of suppliers' bargaining ability in cooperation is relatively weak.

Owners of various property and media platforms have strong bargaining power, and Tianqi Company has been in a relatively inferior position in the process of cooperation. For example, TV, radio and other media have the highest overall industry standards and the competition is fierce. However, with the continuous development of China's economy and stricter industry supervision, monopoly will eventually end. Therefore, in the long run, the expenditure of media resources, which accounts for a large proportion of the company's operating

income, will decrease day by day, and the bargaining power of media resource suppliers will continue to weaken.

(2) Analysis of the bargaining power of buyers.

When buying products, buyers often ask suppliers to lower the selling price or ask suppliers to be at the same price.

Providing higher quality products and services, these behaviors affect the competitiveness and profitability of enterprises.

For the customer base of Tianqi, the bargaining power of small and medium-sized advertising buyers is average, but large.

Because of the large demand for advertisements, the buyers of type-B advertisements have high requirements for service level, and there are many advertising channels to choose from, such as elevators, gates, Internet, outdoor and so on. Therefore, large advertisers will not focus on a certain advertising provider, and it will take a lot of cost and energy to develop or maintain these large customers.

Tianqi advertising company should form its own service characteristics, provide more professional and irreplaceable advertising creative services for customers, improve the cost performance of its products, and thus retain existing customers and open up new customers.

(3) Analysis of the entry threat of potential competitors

With the rapid development of China's economy, leading advertising enterprises seize a lot of resources and occupy the living space of local advertising companies by virtue of their advanced management experience, high-quality service level and abundant financial advantages. Now that the state strongly encourages the development of private economy, it is getting easier and easier to set up companies, and many newly established small advertising companies are also trying to seize market share, threatening the survival and development of Tianqi Company at all times.

(4) threat analysis of substitute products or services

The emergence of professional companies such as consulting companies, design companies and media buying companies generated by some advertising media segmentation will lead to the looting of some business and profits of Tianqi advertising companies, but in advertising production,

Driven by the increasingly mature industry chain, consumers still like to cooperate with professional and one-stop advertising companies.

Tianqi advertising company maintains a good customer acceptance among consumers with its professional and convenient service. Although it will also be influenced by new media companies, some of its business will be diverted. Because of the monopoly of elevator advertising in the early stage, there is little threat of being replaced in a short period of time.

(5) Analysis of competition among existing competitors

The existing competition among competitors is mainly the degree of competition among enterprises in the advertising industry. Before the project, there were thousands of advertising companies registered in Zhejiang alone, among them, super-large advertising companies with strong economic strength, such as Focus Advertising Company, covered commercial building video media, store terminal video media, apartment elevator media (frame media), outdoor large led color screen media, cinema advertising media, online advertising media and so on. At present, the media network operated by Focus Media has covered more than 100 cities and hundreds of thousands of terminal places, covering more than 200 million urban mainstream consumers every day. It is the leader of the advertising industry, with abundant capital and a wide range of business. It has mastered most of the market resources and basically monopolized the advertising business of large customers in provincial capital cities. However, the advertising company of Tianqi is weak in funds, facing enormous survival pressure and fierce competition challenges.

The internal environment of an enterprise reflects the resources, business ability and corporate culture of the enterprise, which is the internal condition for the enterprise to achieve good operation. The internal environment analysis of an

enterprise is also called internal condition analysis. Its purpose is to grasp the internal factors that affect the production and operation of an enterprise and distinguish the advantages and disadvantages of the enterprise, so as to improve its competitiveness and realize its good development. If the external environment provides opportunities for enterprises to develop, then,

The internal conditions of enterprises are the key to seize and make use of opportunities.

The following will analyze the internal environment of human resources, organization and management, financial situation, technical ability, hardware facilities and marketing ability of Tianqi advertising company. Through the analysis, we can understand the advantages and disadvantages of Tianqi advertising company, which will help to make accurate strategic positioning and provide an important basis for formulating competitive strategy.

Human resources

After years of development and accumulation, at present, Tianqi advertising company has more than 150 employees. Including 15 senior managers and 18 senior professional and technical personnel. The employees of the company are relatively young, with an average age of 28 years, of which 40% are junior college graduates, 41% are undergraduate graduates, and 10% are master graduates or above.

The following education accounts for 9%, and the overall quality is high.

The improvement of employees' quality is conducive to the long-term development and innovation of Tianqi advertising company. Young employees have also injected vitality into the company and brought new ideas, which is conducive to the company's reform. But at the same time, there are also some questions. For example, the younger employees will inevitably lead to the lack of work experience of employees, and they can't cope with the problems in their work well. Moreover, young employees now have their own independent ideas and leave their jobs at will, which will bring unstable factors to the company's talent pool to a certain extent.

Organizational management

The organizational structure of Tianqi Advertising Company is relatively simple. The general manager consists of office, design department, customer service department, human resources department, media department, finance department, network department, production department and marketing department. The qualification framework and responsibilities are complete and clear, the management system is flat, and the working mode is the project team responsibility system. Tianqi advertising company

The organizational structure is shown in Figure 2.1 below:

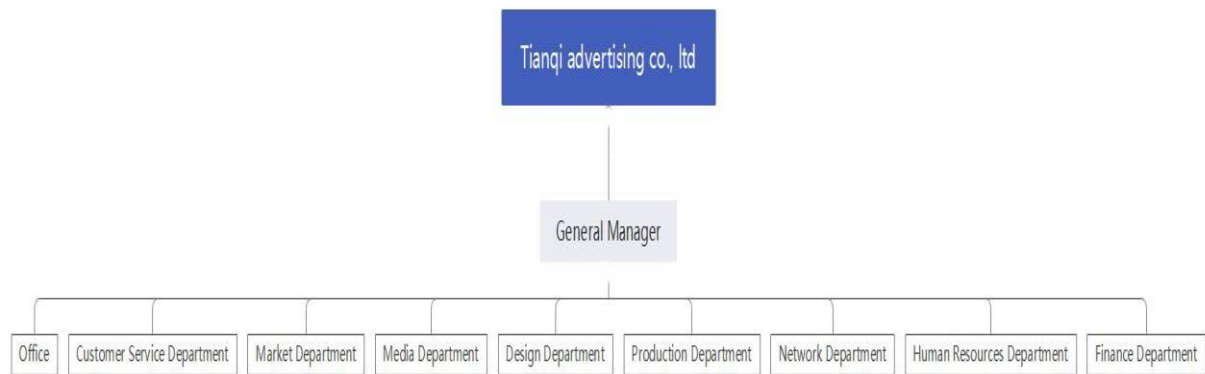


Figure 2.1 - Organization chart of Tianqi Advertising Company

Among them, there are 10 people in the office, who are responsible for coordinating the work between departments; The customer service department has 16 employees, mainly responsible for the reception and contact of customers, and is the communication channel among customers, companies and media platforms. There are 55 employees in the marketing department, who are responsible for collecting the market information needed by projects such as customers' consumption habits and customers' brand market cognition, and for studying and summarizing the effect of advertising implementation;

The media department has 10 employees, who are responsible for customizing special advertising media promotion programs according to customer

needs; There are 10 employees in the design department, who are responsible for formulating specific advertising strategies, creativity and writing advertising planning cases; There are 15 employees in the production department, who are responsible for shooting and making advertisements according to the advertising plan; There are 8 employees in the network department, who are responsible for the operation and maintenance of the company's computer system; There are 10 employees in the human resources department, who are responsible for the specific work of the company's human resources, such as personnel recruitment, training, employee performance appraisal, etc. There are 9 employees in the financial department, who are in charge of the company.

Daily financial management.

The work content and responsibilities of each department of the company are clear, each department has specific work scope and requirements, and it is also detailed to the specific responsibilities of each job. In order to ensure the orderly and effective internal operation, the company consciously draws lessons from advanced corporate management models at home and abroad, and establishes a scientific enterprise management system and performance appraisal management system, thus improving management efficiency. In addition, the company also vigorously develops a scientific information control system to ensure that enterprises

The orderly implementation of the project plan has formed a set of effective mechanisms for the project and work process.

Tianqi advertising company has a simple organizational structure and a relatively convenient management mechanism. The company has a small but refined advantage in the organization structure, which makes the enterprise's decision-making more efficient, more flexible and easier to adapt to the ever-changing market. However, the managers of the company often occupy a lot of time by daily management affairs and have no energy to study and formulate the long-term development strategy of the company, which leads to the weak management foundation of the company. In addition, some employees are weak in

implementation, and there are some problems that are difficult to deal with, such as wrangling with each other and obstacles in communication and coordination between departments.

The overall working atmosphere and problem-solving efficiency of the company have also hit the enthusiasm of some employees.

Financial situation

As a small and medium-sized enterprise in Shaoxing, Zhejiang Province, Tianqi Advertising Company initially received funds mainly from partners and shareholders. At present, the company adopts a relatively stable financial operation mode, the company is in good operating condition, and its liabilities and liquidity are well controlled. In the economic environment where the advertising market scale and demand are increasing in recent years, the company's business volume shows a steady growth trend. By 2023, the total marketing amount of Tianqi advertising company reached 3000.

Ten thousand yuan. The turnover of the company in recent three years is shown in the following fig. 2.2.

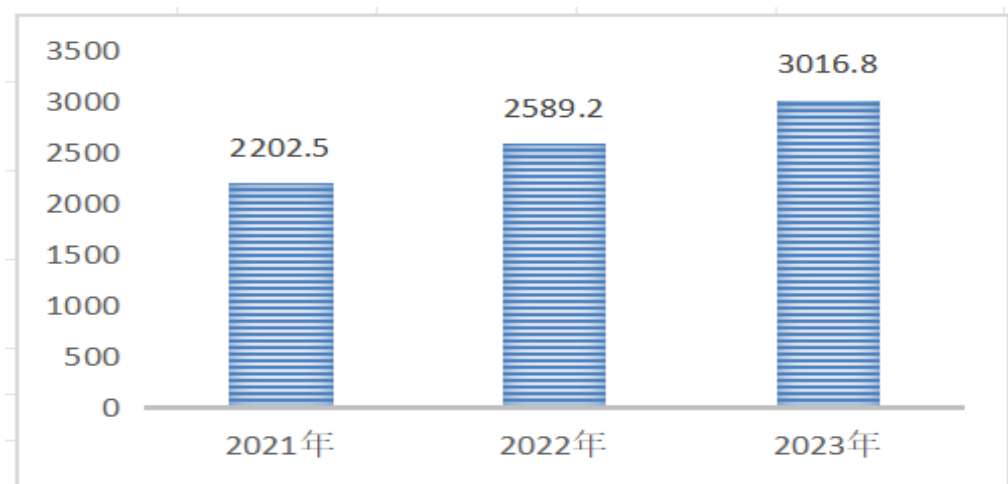


Figure 2.2 The turnover of Tianqi Advertising Company in recent three years (unit: 10,000 yuan)

Due to the continuous growth of the company's business volume, the company's total profit is also steadily increasing. At present, under the guidance of good national policies, the company's sales profit in recent years has exceeded 5

million, and it is on the rise year by year. Fig. 3.3 specifically shows the growth of the company's profits.

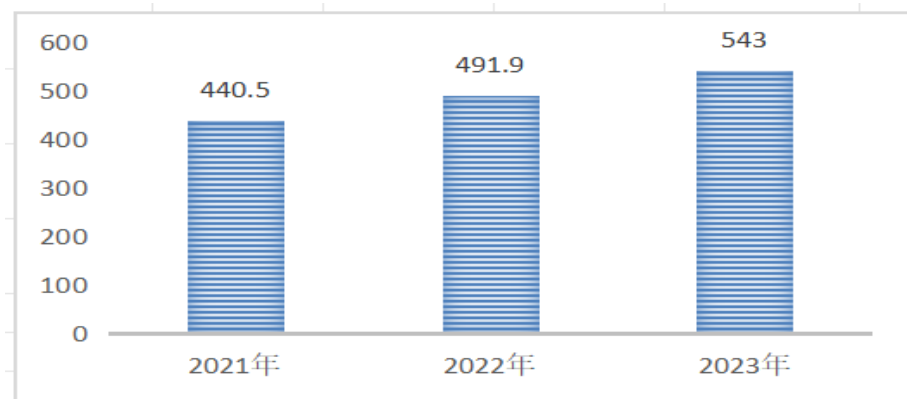


Figure 3.3 Revenues of Tianqi Advertising Company in recent three years (unit: 10,000 yuan)

However, due to the slow progress of internal reform in recent years, the increase in economic prices has led to the price increase of suppliers, and the fierce competition in the market where customers have kept prices down, the operating profit rate of the company has been hovering around 20%, which still has a certain gap compared with other excellent peers, which also shows that the lean management system of Tianqi advertising company still needs to be improved.

Technical ability

The advertising industry has a strong demand for emerging technologies. New technologies can promote the continuous improvement of advertising production level, and at the same time promote the diversification of advertising strategies, so that advertising communication presents better, more mature and richer effects. Advertising companies can use advanced technology to express customers' needs and bring consumers better sensory enjoyment, thus improving the efficiency and quality of advertising communication.

Tianqi advertising company belongs to small and medium-sized advertising enterprises in Zhejiang, with relatively small capital, limited investment in research and development of emerging technologies and slow update of new technologies. However, in the past few years, the company has introduced many

new technologies. The technicians recruited in the past three years not only require them to have professional advertising design skills, but also require them to be proficient in using photoshop, dash, 3D drawing and other software. At present, the company is especially good at large-scale color plastic-sprayed advertisements, large-scale film and television screen advertisements, large-scale electronic screen advertisements, digital promotion of corporate brands, etc. Tianqi Advertising Company takes professional design as its future development direction. Companies need to take the initiative to identify the future market development direction, pay more attention to the introduction of new technologies, so that companies can keep up with the pace of advanced peers.

Hardware facilities.

Recently, the company invested a lot of money to purchase and update a batch of advanced equipment, improved its core technical capabilities, improved product quality and capabilities, and enhanced its market competitiveness. At present, Tianqi Advertising Company has a production base of about 4,000 square meters, an office building, more than 150 employees and fixed assets of about 10 million, which can basically meet the needs of new product research and development.

2.3 SWOT analysis of Tianqi advertising company

Choosing the right business strategy is crucial to the company's long-term development, and SWOT matrix analysis provides an effective method for us to formulate the business strategy. By analyzing and evaluating the internal strengths and weaknesses of the company in multiple dimensions, and identifying the external opportunities and threats that affect the company in light of the environment in which the company is located, we finally formulate a feasible development strategy based on the SWOT analysis.

Based on the previous analysis of the company's internal and external environment, the company's strengths, weaknesses, opportunities, and threats are summarized as follows:

Internal strengths of the company

The advantages possessed by Tianqi Advertising itself mainly include the following five points:

(1) Since the establishment of Tianqi Advertising Company in 2012, the Company has cooperated with hundreds of enterprises in the fields of real estate, education, daily necessities and household appliances, and has a stable group of long-term customers. The Company has established a good reputation among its customers, who are generally satisfied with the Company's services.

(2) The company is based on the local market of Zhejiang, has a deep understanding of the culture of Zhejiang, and in the course of the company's development, it also constantly studies the psychology of consumers in the region of Zhejiang, and is able to provide customers with the most effective suggestions in the process of advertisement design.

(3) The Company has a strong ability to integrate resources and has good relationships with local industrial and commercial administrations, city administrations and tax authorities, and possesses the resource advantage of local relationships, which enables it to provide various forms of value-added services to its customers.

(4) In recent years, the Company has increased the number of road gate advertisements and light box advertisements, which have achieved a high degree of recognition among customers. The Company's flexible and diversified services and innovative operational methods enable it to continuously meet the individual needs of its customers.

(5) The company has a professional design team of more than 10 people, with professional engineering construction team, the core team has a high degree of specialization. The staff of the company is young and highly educated, with

excellent professional design ability and innovative thinking, and high overall quality.

Internal disadvantages of the company

The disadvantages that exist in Tianqi Advertising include the following four main points:

(1) As a small and medium-sized advertising company in Shaoxing, Tianqi Advertising Company is small in scale and lacks sufficient funds to undertake some large-scale advertising business, and its business scope is limited by the company's volume. Moreover, the company's brand promotion mainly relies on offline channels, online is insufficient, the promotion effect is poor, the lack of a clear brand image in the minds of consumers, resulting in low customer brand awareness, which in turn affects the development of the business.

(2) At present, the Company has a small development platform and has not invested sufficiently in talent cultivation, and has not established a complete talent reserve program, coupled with the fact that many emerging advertising agencies have adopted the tactic of poaching, which has led to a large mobility of personnel in the Company, which is not conducive to the stable development of the Company.

(3) The Company does not have a well-developed customer relationship management system and is not experienced in how to conduct customer expansion, customer marketing and development of new markets, and the Company's business is overly dependent on some of its long-term customers.

(4) The company's internal management mode is relatively outdated, and it has not introduced advanced enterprise management concepts in a timely manner, and there are still many problems that need to be improved in terms of cost management and project management, which will not be able to adapt to the complex market demand in the future.

External opportunities for the company

There are five main external opportunities for Tianqi Advertising:

(1) At present, China's national economy continues to develop steadily and rapidly, the domestic economic situation is favorable, and the scale of the domestic advertising market continues to expand, bringing great opportunities for the development of the company, and the company has broad prospects and space for development.

(2) The state has put forward a series of development policies for economic development, which has brought strong opportunities and policy support for the rapid development of China's advertising industry, coupled with the continuous improvement of China's advertising industry related laws and regulations, and the local government of Zhejiang and other advertising enterprises have launched a variety of preferential policies, which have contributed to the continuous upgrading and optimization of the advertising industry, and created a more standardized and orderly development atmosphere for the development of Tianqi Advertising. development atmosphere.

(3) Under the current open international environment, China's advertising industry is constantly absorbing international advanced ideas and practical experience, and the Company is able to fully cooperate and conduct business exchanges with international advanced advertising enterprises, and is able to understand and absorb more advanced experience of outstanding foreign companies.

(4) China's overall education level has increased significantly, the continuous innovation of advanced science and technology, to China's advertising has also brought a lot of high-quality talent, prompting the entire advertising industry to improve the overall quality of personnel, and promote the sustainable development of the advertising industry, so that the industry's technical precipitation is more solid.

(5) The market presents a benign competitive atmosphere, and each company pays more attention to its own brand image construction and brand dissemination, which promotes the renewal of the industry in the competition.

External threats to the company

The main external threats to Tianqi Advertising are:

(1) In the high-speed process of China's economic development, the number of advertising enterprises has increased dramatically, many of the newly established small advertising companies are trying to seize the market share, the competition is becoming increasingly fierce, Tianqi Advertising needs to reduce the price of services by means of the means of obtaining the favor of the customers, which makes the company's profit margins shrink.

(2) The traditional, single product has failed to meet the new needs of the majority of consumers, the majority of customers and consumers for the company to provide advertising services put forward more diversified and personalized needs, coupled with changes in the sales model, advertising production of the cost of materials, environmental protection costs, labor costs and other costs rose sharply, so that the company is faced with enormous cost pressures.

(3) Due to the location in Zhejiang, the employees have higher salary requirements, coupled with the competitors' continuous poaching, the company is slightly strained in terms of employment, and there is a lack of personnel reserves, the company is in urgent need of an effective team to work together for the development of the company.

Combining the above four aspects, the SWOT matrix analysis is applied as follows:

Advantage (S)

1. The company has a good brand reputation, has stable long-term cooperation with customers, and customers are highly satisfied with the company's services.

2. Targeted understanding of local culture and consumer psychology.

3. Close relationship with local departments, can provide customers with a variety of forms of value-added services.

4. The use of new technology to meet more personalized needs, focusing on the creativity of advertising design and production quality.

5. The core team has a high degree of specialization and the overall quality of the staff is strong.

Weaknesses (W)

1. The company is small, customer brand recognition is low, insufficient funds, business scope to be expanded.

2. The company's platform is small and staff mobility is large.

3. Insufficient experience in marketing and new market development, overly dependent on some of the long-term cooperative customers.

4. The company's internal management advantage is skewed obviously, unable to adapt to the complex market demand in the future.

Opportunities (O)

1. The economic situation is favorable and the advertising market is expanding, giving the company a broad space for development.

2. National policy support, relevant legal protection and local policy guidance lead the standardized and orderly development of cultural industry.

3. The process of global integration enables the company to understand and absorb more advanced experience of excellent foreign companies.

4. The continuous development of education and technology promotes the rapid development of advertising industry.

5. Market competition is in good order.

Threats (T)

1. Competition in the advertising market is becoming increasingly fierce, the company needs to reduce the price of services by means of obtaining the favor of customers, which makes the company's profit margin shrink.

2. Customers and consumers' personalized demand, the rising cost of all kinds of costs, which makes the company cost pressure is huge.

3. Employees have higher salary requirements, coupled with competitors continue to poach, the company is slightly strained in terms of employment, lack of personnel reserves, the company is in urgent need of a productive team, the joint efforts for the development of the company.

Based on the above SWOT analysis of Tianqi Advertising Company, the following four alternative strategic options to improve management efficiency are formed:

SO growth strategy: To seize the development opportunities in the external environment and give full play to internal advantages. After the analysis of SO strategy, it is concluded that: focusing on the target industry, taking the high quality route, and increasing the development of large customers to strive for more market share. Provide customers with diversified and personalized services through service innovation to further improve service quality. Accelerate expansion into neighboring areas and develop new businesses and markets.

ST Diversification Strategy: Give full play to internal advantages and actively respond to market competition and external threats. After analyzing ST's strategy, we believe that the company should take the initiative to learn from the advanced experience of excellent foreign advertising companies and introduce new technologies and management concepts. At the same time, the Company should actively enter the new media field to expand its business areas, enrich its product lines, avoid risks and improve brand competitiveness.

WO Turnaround Strategy: Make full use of the opportunities brought by the external environment to improve the internal management deficiencies. After analyzing WO's strategy, it is concluded that the company's management efficiency will be improved through market segmentation, innovation and service. Establish a vital corporate culture. Strengthen enterprise management and enhance the level of lean management. Optimize the mechanism of talent cultivation and talent reserve to cultivate a high-quality and efficient talent team.

WT Defensive strategy: Reduce the vulnerability of the company to avoid external threats. After the analysis of WT strategy, it is concluded that: Strengthening the internal management of the company, controlling the cost of product design and production, stabilizing the daily operation expenses, and reducing the cost pressure of the company.

CHAPTER 3

FORMULATION AND IMPLEMENTATION OF THE METHOD OF IMPROVING ENTERPRISE MANAGEMENT EFFICIENCY IN TIANQI ADVERTISING COMPANY

3.1 Formulation of objectives for improving the efficiency of enterprise management

Improving the efficiency of corporate management is the key to sustainable development and competitiveness. In order to effectively reach this goal, it is necessary to lay out the company's development strategic planning, which is the process of setting the company's long-term goals and putting them into practice.

The strategic purpose of Tianqi Advertising Company is to rely on the most creative and professional design team to provide customers with the most professional, high-quality and efficient advertising design services, to create a first-class advertising creative communication platform, so that the company grows into a leader in the advertising industry in Shaoxing City. Tianqi Advertising Company has materialized its strategic objectives into three kinds: short-term, medium-term and long-term:

1. Short-term goals (within 3 years)

Realize annual revenue growth of at least 6% in 2024, and maintain an annual growth rate of 6%-10% in the future; vigorously develop

Internet technology and actively cut into new media platforms on the Internet.

2. Medium-term goals (within 5 years)

Stable operation, expanding customer base, exploring new business areas, and building the company into a well-known advertising enterprise in the Zhejiang region, striving to realize the annual revenue of 40 million yuan in 2025.

The company will become a famous advertising enterprise in Zhejiang, and strive to realize the company's annual total income of 40 million yuan in 2025.

3. Long-term goals (within 10 years)

Further increase the company's advertisement market share and market coverage in Shaoxing, and strive to become a well-known large-scale advertising professional service company in Zhejiang Province.

Famous large advertising professional services company.

At present, Tianqi advertising company talent shortage, capital scale is insufficient, lack of marketing resources, this situation is not conducive to the survival and development of Tianqi advertising company in this fierce market competition. This situation is not conducive to the survival and development of Tianqi Advertising in this fierce market competition. For this reason, the company is in urgent need of accumulating capital and high-quality talents, and only by accumulating capital and talent reserves to a certain extent can we lay a foundation for the medium and long-term development of the company.

Only by accumulating capital and talent reserves to a certain extent can we lay the foundation for the company's medium and long term development.

3.2 Strategic options for improving the efficiency of enterprise management

Combined with the analysis of the internal and external development environment of Tianqi Advertising Company in the previous chapters, after the SWOT strategic combination analysis, it is concluded that: in terms of the external environment of the company, the development of the economy, the national policy support, a good atmosphere of competition in the market and many other conditions are conducive to the development of Tianqi Advertising Company, although the competition in the market is becoming more and more fierce, but China's advertising industry is still in the upward stage of development, and there are more opportunities for development. Although the market competition is becoming more and more fierce, China's advertising industry is still in the rising

stage of development and there are more opportunities for development, so the company should grasp the external opportunities for development. In terms of the internal conditions of Tianqi Advertising, although the company has its own advantages in the process of development, the company's internal environment is currently weak, the management level needs to be improved, and these disadvantages are serious constraints on the company's further development. Considering the achievement of future strategic goals, the company urgently needs to accumulate capital and high-quality talents, and at present, it does not have the conditions to actively expand production capacity and rapidly occupy the market, and it is not suitable to adopt the SO growth strategy in terms of the overall choice of strategy. The company's development strategy selection should match the company's scale and resources, therefore, this study believes that Tianqi Advertising Company should adopt WO strategy (turnaround strategy) as the company's overall development strategy direction, i.e., the company should focus on the existing advertising market, through market segmentation, innovation and service, establish a vital corporate culture, improve the level of lean management, and cultivate a high-quality and efficient talent team, so as to achieve the goals and objectives of Tianqi Advertising Company. That is to say, the company aims at the existing advertising market through market segmentation, innovation and service, establishing a vital corporate culture, upgrading the level of lean management, and cultivating high-quality and high-efficiency human resources to improve the internal disadvantages of the company and enhance the competitiveness of the company.

Specific implementation strategies can be considered to adopt market penetration strategy, brand enhancement strategy, technology and talent leadership strategy, to form a new competitive advantage of Tianqi Advertising. Strategy, to form a new competitive advantage of Tianqi Advertising Company.

1. Market penetration strategies

Due to the company's small scale, insufficient capital and human resources, decentralized distribution of resources, and relative concentration of business, the company does not have the strength and conditions to open up new markets, and the domestic advertising market is still in a period of rapid growth, the company focuses on the development of the existing market will be able to obtain substantial profits, and the development of the existing market has the advantages of lower risk and less investment. Developing in the existing market also has the advantages of lower risk and less investment. Therefore, Tianqi Advertising Company should adopt the market penetration strategy, which means that Tianqi Advertising Company should fully grasp the opportunities brought by the external environment, focus on strengthening the existing core competitiveness of the company, establish the influence of the company's brand, and increase its market competitiveness and realize the company's market competitiveness by continuously improving the efficiency of its work, the level of innovation of its services, improving the deficiencies in its internal management and technology, lowering the cost of the company's development, and endeavoring to improve the human resources system, and so on. We will increase our market competitiveness and realize the healthy and orderly development of the Company.

2. Brand enhancement strategy

As an intangible asset of the enterprise, "corporate brand" reflects the degree of satisfaction of the consumers to the products and services of the company, and helps the company to enhance its market competitiveness. As the external environment analyzed before, the market prospect where Tianqi Advertising Company is located is broad, and the company's current technical resources, human resources, product advantages and other conditions all show that the value and role of corporate brand for the development of Tianqi Advertising Company is quite important, and it is the key for the company to be able to quickly capture the market and achieve success. Brand building in addition to increasing publicity to expand the company's influence, the company must also establish a perfect service quality and service guarantee system to help corporate brand building.

3. Technology and talent leadership strategy

As a professional advertising comprehensive service enterprise, Tianqi Advertising Company's quality service system and creative innovation ability are the important guarantee for the company's development and the core of the competitive advantage in the market. Only through continuous innovation, enterprises can stand out from the fierce market competition. In order to obtain the competitive advantage of the enterprise, Tianqi Advertising Company needs to unswervingly take the leading route of technology in the process of its future development, and do the following:

(1) Retain core talents. Talent is the most important part of the core competitiveness of advertising service enterprises, the company needs to establish and improve the scientific human resource management system, through a variety of benefits to protect the core talent to stay in the company's services.

(2) Strengthen market-oriented technology research and application. The company should pay close attention to the industry technology trends, positive and proactive application of new technologies, new equipment, to provide space for new technologies to play a role, so that the company's technology can be adapted to market demand.

(3) Proactive understanding of market and customer needs. The company should do a good job of market and customer satisfaction surveys, catering to the new trends in market consumption, and provide consumers with the latest information. The company should do a good job of market and customer satisfaction survey, cater to the new trend of market consumption, and provide consumers with the most suitable products and services.

3.3 Implementation of strategies to improve the efficiency of enterprise management

Brand represents the company's image and is an important intangible asset of the company. Establishing brand awareness is the premise of enterprise brand

building. Having a good corporate brand can promote the development and growth of enterprises, expand their influence, help attract consumers' attention and gain their recognition, therefore, more and more enterprises begin to pay attention to their own brand building. Good corporate branding and image management can help a company gain an advantageous position in the fierce market competition.

Proactive enhancement of core technological capabilities

Tianqi Advertising shall increase its capital investment to improve its core technology capability, so as to ensure the technological needs for business development of the Company. The company's technology capability strategy should focus on developing core products and possessing core technology and innovation capability. In view of the fact that the Company's core technology is relatively backward, it can be improved through the following programs:

(1) Proactive application of new technologies and equipment

At present, the technical strength of Tianqi Advertising Company is still relatively backward compared with its advanced counterparts, which is mainly reflected in the network marketing and maintenance technology and the application of new scientific and technological equipment. Therefore, the company should adjust its internal structure in time to provide space for new technologies to play a role and strengthen advanced advertising design, planning, management and testing tools. The company should strengthen the cooperation and exchange with universities and colleges, reasonably and fully utilize the advanced resources of these institutions, and set up a joint development system.

(2) Strengthening technological innovation in advertising creativity

Tianqi Advertising Company should concentrate most of its energy, carry out key financial support, and support independent innovation from various aspects. The company should make full use of the internal and external organizational strength of the company, set up a joint venture of the company, research institutions and universities and colleges to form a unique innovation system, research and develop new products, and the core technology should have

independent intellectual property rights and the products should be representative, so as to build a scientific and technological innovative enterprise, in order to maintain a stable growth of profits. The company should actively introduce advanced macro management concepts from domestic and foreign counterparts and inject them into all aspects of the company's operation, and combine them with its own innovative advantages to establish a unique advertising creative system, so that the company's internal operation can dynamically adapt to the market demand.

Implementation of management by objectives

Goal management is a systematic management method in which each department and all employees of an enterprise set their own goals, determine the course of action, rationally arrange the work progress and strictly evaluate the results in order to realize the overall goal of the enterprise from the top down. The core value of the implementation of goal management is to encourage employees to achieve the established goals with high quality and high efficiency, people-oriented, goal-oriented, results as the test standard.

The basic elements of objective management are to define the enterprise's objectives (which should be evaluable), to choose the way to realize the objectives together with the upper and lower levels, to set the deadline for the accomplishment of the objectives and to give feedback on the performance. Goal management is a process of continuous communication and interaction between the upper and lower levels of an enterprise to jointly set the way to realize the business goals, and in the process of goal decomposition, the rights, responsibilities and interests are clearly and symmetrically defined. Therefore, whether to achieve the set goals on time and in quality is closely related to the contribution of each employee, if each employee can achieve his/her individual goals on time and in quality, then the company's overall goals can also be successfully realized.

In view of the current situation of Tianqi Advertising Company, the company should start from the overall goal of the enterprise, pass and decompose

the enterprise goal from top to bottom level by level, divided into the overall goal, departmental goal and personal goal and other levels, and set up a performance appraisal system from the departmental appraisal and personal appraisal in two aspects, but also on the realization of the goal of the process of constant review of the results of the staff to reward, and to motivate them to achieve more goals better. The company will also set up a performance appraisal system in terms of departmental and individual appraisal. Through the implementation of goal management to stimulate the various departments of the company and each employee's initiative, so that the enterprise's mission and tasks into goals and objectives to be realized.

Optimizing the allocation of enterprise resources

Tianqi Advertising Company shall rationally allocate all the company's resources, including funds and personnel. The specific implementation methods are as follows:

By sorting out the Company's existing business, products and customers, the Company should further enhance its understanding of and familiarity with those customers and markets with which it has already established stable cooperative relationships, and save as much as possible on the investment of personnel and costs in order to improve its work efficiency, and to reserve a greater share of funds for the Company's introduction of new equipment, new technologies and the establishment of a new media platform for the Internet.

(2) Utilizing the Company's existing internal resource advantages and external opportunities, increase personnel and capital investment, learn advanced management experience and advertising techniques, and accumulate valuable experience in order to realize the expansion of market strategies in other areas.

3.4 Safeguards for the implementation of strategies to improve the efficiency of enterprise management

The company's corporate culture is the internal driving force of the company's development. The difference of enterprise culture is the root of the

company's core competitiveness. Corporate culture is not just a slogan, nor does it only refer to the company's advertisements and image design, it is a combination of all the factors that run through the company's business activities, involves every aspect of the company, and is of great significance to the company's implementation of its development strategy and realization of its strategic goals. We must fully understand and pay attention to the role of building a unique mainstream culture of the enterprise, internally forming a very cohesive team, externally shaping the brand to win the market through this unique enterprise spiritual culture, prompting every employee to work hard to complete the company's development goals.

(1) Strengthening the normalization of corporate culture

The core of the establishment of corporate culture is to cultivate the unique cultural values of the company. Tianqi Advertising Company should refine and summarize the core values with its own characteristics from the company's development history, and integrate such core values into the company's daily rules and regulations. By continuously improving the ideological awareness of the staff, using the tools and power of public opinion, implanting the corporate culture in the hearts of the staff, and actively promoting the formation of a consensus among all the staff on the connotation of the corporate brand, setting up a unified corporate beliefs and values, and fully embodying the value of the value of the corporate culture in the atmosphere of the daily work.

(2) Strengthening humanized management in the construction of enterprise culture

In the process of staff management, to strengthen the staff's sense of identity of the company's core values, people-oriented management of the enterprise, highlighting the guiding and inspiring role of corporate cultural values, to help each employee to enhance the enthusiasm for work and learning, and more stringent requirements and standardization of self. It can create the corporate culture image of the core person of the enterprise and enhance the height of corporate culture management. Selected typical examples, cultural values

management, and extensive momentum and publicity. Through the company's core values, fully guide the staff to love the enterprise, cherish the position, as far as possible to reduce the negative impact of the management process, and further realize the win-win situation of the staff's personal value and the overall benefits of the enterprise.

(3)Expanding corporate culture dissemination channels

Corporate culture construction activities should realize institutional management. The company should establish an enterprise culture system to make the staff's behavior conform to the requirements of enterprise core values, consciously cultivate the company's core culture and carry out long-term construction, so that the enterprise's core values can be recognized by the market, give full play to the role of all levels, and mobilize all the staff to carry out their work creatively through powerful propaganda and ideological work, so as to enhance the advantageous position of the enterprise in the competition in the market. Through powerful propaganda and ideological work, all employees are mobilized to work creatively in order to strengthen the superior position of the enterprise in the market competition and to make continuous efforts to realize the enterprise development goals.

Institutional safeguards

Management at Tianqi Advertising needs to keep up with the company's growth. How can we better improve the company's management efficiency and rationally utilize the company's internal resources is also an important task for the company at present.

(1) Optimization of organizational structure

Tianqi Advertising Company needs to adjust and optimize the company's organizational structure, establish appropriate rules and regulations, select the right talent, improve work efficiency, facilitate the coordinated operation of the company's departments, the integration of the company's existing talent, the release of resources and energy, improve the company's performance, to achieve the company's strategic landing.

(2) Appropriate distribution of authority and responsibility

The company should mobilize all the employees to participate through the communication of internal departments, reasonably formulate the process, norms, assessment standards of each position, and clarify the terms of reference of the position, and then arrange appropriate leaders and employees according to the authority of each department, and in the process of management, it should be clear about the responsibilities, rights, and benefits of each position, and achieve fairness and impartiality, and clear distinction between rewards and punishments, so that all the employees consciously and actively carry out business and exercise the corresponding rights within the scope of the authorization. The management process should clarify the responsibilities, rights and benefits of each position, and make them fair and just, with clear rewards and punishments, so that all employees will consciously and actively carry out their business within the scope of authorization and exercise their corresponding rights, laying the foundation for the development of the company.

(3) Clear financial system

The sources of all funds and expenses of the company need to be clear, and it is necessary to establish corresponding fixed consumption and performance assessment standards, form a clear cashier management system, expense reimbursement process, tax invoice management system, etc., and formulate corresponding management methods for currency funds and vouchers, and strengthen the auditing of the flow of funds, so as to ensure that each process procedure and accounts are accurate and true.

(4) Reasonable performance management appraisal

Reasonable performance management appraisal can effectively promote enterprises and individuals in the future development of better performance, so that employees have a clear direction to follow. In order to motivate employees to improve work efficiency, the company can through performance appraisal, summarize the completion of the work objectives, timely detection of problems, solve problems. Performance management can also be screened out through the

backbone of outstanding talent, eliminating employees who can not keep up with the development of the enterprise, so that the development of the company to get a virtuous cycle.

Human resource security

Advertising industry to get better development, must rely on knowledge, talent, technology, especially in the new period of market economic environment, human resource management on the development of the company's role in highlighting. Human resources have surpassed capital and hardware facilities, and become the core power to promote the sustainable development of enterprises. In view of the frequent flow of talents and the rising labor cost, Tianqi Advertising Company needs to do a good job of its own human resources planning, improve the company's human resources management system and system, implement the performance management of the staff, and improve the satisfaction of the staff, so as to make the excellent human resources in the process of the company to realize the sustainable development of the company to play the greatest role.

(1)Doing a good job of training employees and optimizing the staff structure.

The company should increase the investment in staff training, and establish a comprehensive training system suitable for different positions at different levels in order to meet the actual needs of the staff in their work. At the management level, the company should emphasize the cultivation of high-level talents in management, capital operation and technology innovation; at the executive level, the company should focus on improving the business ability and cultivating the technical backbone of the enterprise.

(2)To create a favorable working atmosphere for the growth of outstanding talents.

The company should establish the concept of "people-oriented" human resource management, in the company's daily business process, people-centered, give employees more respect and care, help employees to fully explore their potential, and continue to meet the needs of personal development of employees,

the establishment of an all-round, multi-faceted human resource management system.

The company management should investigate the staff's needs and personal values, respect the staff's opinions, pay attention to the emotional investment, improve the staff's self-restraint and self-development awareness, so that employees rely on the company emotionally; the company can be through the form of technology shares, year-end dividends or options, the temporary distribution of limited salary talent to be subsidized to their overall income level and the responsibility to create benefits proportional to the enterprise; and for those employees with outstanding work performance should be recognized and praised in a timely manner to strengthen the training and training of outstanding employees for the recognition of their value. The company can subsidize the talents with limited salary distribution temporarily through the form of technology share or option, so that their overall income level is proportional to the responsibilities and benefits created for the enterprise, so that the employees can feel the company's recognition of their value; and for those employees with outstanding performance, they should be affirmed and praised in a timely manner to strengthen the training and cultivation of excellent employees, and to plan for the excellent talents to be more suitable for their career advancement, to provide employees with space for growth and development, and to give the company's employees a greater sense of achievement in their career.

(3) Establishment of scientific and feasible performance appraisal standards.

The company should build a set of scientific and feasible performance standards that are combined with the enterprise development strategy and can reflect the effectiveness of the employees' work, and strengthen the management's guidance for the direction of the employees' development. According to the actual situation of Tianqi Advertising Company, regularly carry out employee performance appraisal and form a corresponding feedback system to strengthen the employee's full understanding of the relationship between work performance and the status of the company, mobilize the staff's enthusiasm, so that the staff

can form a synergy of work, thus improving employee satisfaction and support the realization of the company's management goals.

Financial security. Tianqi Advertising Company focuses on the operation of the local market and is involved in a relatively single field. In recent years, the situation of customers defaulting on payment, delayed payment or even the formation of bad and doubtful debts has occurred from time to time, resulting in the company not having sufficient funds to expand the market, carry out new technology research and development and new media development, which adversely affects the development of the company. The company can improve by the following two perspectives of capital problems:

(1) Establishment of an internal funds control system

The company should implement a comprehensive budget to constrain the enterprise to arrange every fund outflow in a planned way, and should supervise, track, control and adjust the fund after the fact according to the actual use of the fund, so as to strictly control the cost of the enterprise's fund. The introduction of capital statement, for each project funds income and expenditure situation for timely supervision and control. To establish formal and good cooperative relationship with clients, reasonably assess the risk of project cooperation, enter into formal cooperative service contracts with clients, specify the period and mode of fund payment, and for clients who violate the cooperative agreement, they should timely use legal weapons to protect their rights and fundamentally eliminate the problem of non-return of funds.

(2) Strengthening partnerships with peer-to-peer enterprises

The company should strengthen cooperation with small and medium-sized enterprises in the same industry, give full play to their respective advantages and resources, and actively develop new media and new technologies; it should also actively seek opportunities for cooperation with advanced enterprises with strong strength and resources, so as to enhance its own strength and visibility through the brand effect of well-known peer enterprises, thus making up for the company's shortcomings of weak capital.

CONCLUSIONS AND PROPOSALS

This paper takes Tianqi Advertising Co., Ltd. as the research object, through analyzing the external factors such as the macro environment and industry environment in which the enterprise is located, combining with the characteristics of the company's own business activities, analyzing the internal conditions of the company, and discovering its own strengths and weaknesses, the conclusions of the research are as follows:

Tianqi Advertising Co., Ltd. has key problems such as insufficient core technical force, backward management mode, low degree of corporate branding and unfavorable promotion, and insufficient human resource reserve, etc. The main reasons for the insufficient market competitiveness of Tianqi Advertising Co. at this stage are: the company's management concept is backward, brand building and corporate core culture construction are still in the preliminary stage, and the relevant management system needs to be further improved in order to Improve management efficiency.

(2) This study believes that, in view of the internal strengths and weaknesses, external opportunities and threats of Tianqi Advertising Co., Ltd. and through the establishment of the SWOT analysis model, and further combining with the existing conditions and resources of Tianqi Advertising Co., Ltd. based on the existing conditions and resources of Tianqi Advertising Co. From the perspective of the company's development, it also proposes the implementation of the market penetration strategy, brand enhancement strategy, technology and talent leadership strategy and other strategies in the "intensive development" strategy.

(3) Based on the analysis of the Company's internal and external environments, Tianqi Advertising Company shall adopt the following specific strategic management measures: actively building the Company's brand, proactively enhancing its core technological capabilities, implementing the Company's target management, and rationally allocating the Company's resources,

etc., in order to ensure that the objectives of the efficiency of the strategic management are realized.

The research in this paper has a realistic guiding significance for the Tianqi advertising agency company to improve management efficiency. At the same time, also for the same industry related enterprises to formulate development strategy, improve management efficiency, provides an important reference significance.

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