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RESEARCH ARTICLE

RESEARCH ON DEVELOPMENT STRATEGY OF ANSHAN TIANXIN MEDIA

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ABSTRACT

This paper introduces the relevant theories of strategic management into the formulation of the company's development strategy and promotes the benign development of the company through the analysis, selection and implementation of the company's development strategy. Through the main problems existing in the company's operation, it puts forward corresponding strategies and provides some strategic thinking for the company's development to adapt to changes in the external environment. It hopes to provide valuable suggestions for Tianxin Media's sustainable and healthy development in the future.

KEYWORDS

Tianxin Media, problems, development strategy, formulation and selection

1. INTRODUCTION

With the expansion of the city and the improvement of the quality of life, the urban population in China is spending more and more time outdoors. A single outdoor traditional media representation is no longer sufficient for the audience. Since the beginning of the 21st century, through technological innovation, China's outdoor LED large-screen advertising industry has achieved rapid development, and the company's investment in outdoor LED large-screen advertising is increasing at an annual rate of 25%. Relevant enterprises recognize their own development environment, correctly analyze and grasp the current competitive landscape, and how to discover their own advantages, make up for each other's strengths, expand their influence, establish a wider range of customer resources, and do a good job of expanding the market and gaining strategic advantages, so that it can become a focal point for its focus on greater market share.

2. ANALYSIS OF THE PROBLEMS EXISTING IN TIANXIN MEDIA

2.1 Human resources issues

For Tianxin Media, the company's daily maximum expenditure is the expenses of the relevant personnel, including wages, social security, welfare subsidies and so on. Therefore, one of the main assets of Tianxin Media is talent, which is an important asset of human resources. At the beginning of the development of Tianxin Media in 2009, due to the single business, the process is not complicated, the competition is not fierce, the economic environment is relatively favorable, and no senior talents are needed to engage in the company's business. Only a few people in the company are enough to guarantee the daily life of the company. Therefore, the quality of the company's personnel is relatively low. With the continuous development and growth of Tianxin Media's business, the company clearly feels the lack of human resources, especially in marketing. In this year, Tianxin Media continued to display the advertising information of the recruitment marketing manager and salesman on the

LED big screen, which reflected the shortage of human resources of the company.

In addition, due to the increasing competition, special personnel are required to be responsible for market investigation and research, analyze the company's business orientation and direction, find new profit growth points for the company, and continuously enhance the brand awareness and image of Tianxin Media. As a result, the demand for professional talents is very obvious and strong, which puts higher demands on the human resources management and reserves of Tianxin Media. However, Tianxin Media has always paid insufficient attention to the cultivation of talents, and only pays attention to the growth of the company's performance. Although the staff has expanded rapidly, the core human resources reserve is not enough, or not at all.

The reason for the lack of human resources in Tianxin Media is mainly because the company pays insufficient attention to human resources and invests too little, so that when the company needs talents, there will be a talent gap and insufficient supply of human resources. To solve this problem, we should start from two aspects. On the one hand, we must strengthen the training of employees, especially the training of new employees, let new members integrate into the team, improve the overall quality of employees, and provide more business and skills training, more learning can continue to improve, only continuous improvement can keep up with the needs of the company's development, in order to provide strong human resources support for the company's development. On the other hand, we can start from the outside recruitment. When recruiting externally, the company recruits professionals and recruits high-quality talents that meet the company's requirements to ensure the company's development of human resources.

Of course, to solve the problem of lack of human resources, there is a key problem that needs to be solved, that is, the salary level of personnel, especially to solve the salary level of new employees. If the basic salary of new members is not enough for their daily expenses, then new members

are easy to lose, and excellent talents may also be hit and not working well. Therefore, the company must provide competitive salary levels for high-quality talents in order to retain outstanding talents. Based on a study, for high-quality talent companies, there must be a corresponding system and system to ensure the continuity and development of talents and establish a sound and abundant human resources library to ensure the realization of the company's strategic goals [1].

2.2 Market analysis issues

Tianxin Media is an early company in Anshan City's movie placement advertisements. It is also a company that participates in market competition when LED large-screen advertisements rise in Anshan. In the early stages of advertising development, everyone's competition is disorderly, and no one is serious about studying the market situation of competitors. After several years of staking, the market has basically formed several major competitors. Because Tianxin Media is fully confident in its media resources, it feels that it has certain advantages in terms of business scale, market share and brand influence of the market. However, with the rapid rise of other media, especially the Weiwang's media LED large-screen advertising, building TV advertising and parking lot LED advertising, as well as the rapid development of Bozhong Media's bus advertising and street signs advertising, Tianxin Media's market share has been attacked and eroded by a large number of different sides. In this way, competitors will rise rapidly.

In the process of development, Tianxin Media did not have enough understanding of market analysis and lacked analysis of competitors. As a result, the company's development strategy was unclear, and its objectives were not clear. Market analysis is to analyze whether the market situation of Tianxin Media is conducive to the development of the company's business, analyze the development of the market, and then judge the future development direction of the market, and ensures that the company's development strategy can be carried out in a favorable environment.

To achieve market analysis, we must start from two aspects. First, there must be professional talents and departments to deal with market analysis issues. The company must establish a complete market research team in the true sense to truly study the market and analyze the market. The second and most important point is that the company's decision-makers must have a strong sense of ideology and must clearly understand the urgency and importance of market analysis. According to research, with the above two conditions, Tianxin Media's market analysis capability will be greatly improved, which will provide strong support for the company's development strategy [2].

2.3 Corporate culture issues

Corporate culture is a new modern enterprise management concept. If an enterprise wants to be in an invincible position in the market competition, a team that develops fast, has good benefits, and has a high overall quality must pay attention to corporate culture. The advantage of corporate culture is to enhance the cohesiveness, solidarity and pride of all employees, and to facilitate the formation of a unified corporate goal of rationality and centripetal force. Therefore, grasping the construction of corporate culture is the key to the stable development of enterprises.

However, The Media of Tianxin in Anshan has many shortcomings in the construction of corporate culture. Mainly in three aspects, first, the day letter media lack of complete corporate culture system, "people-oriented" concept only stay in the written; second, day letter media focus on employee performance and neglect of employees on the level of awareness and values training, leading to employees in addition to doing business, basically do not care about the company's other things, lack of responsibility; Third, the company lacks effective corporate culture implementation, the company lacks a clear atmosphere of corporate culture, employees have no sense of belonging. The lack of corporate culture is not irreparable. Tianxin Media can start to build the company's corporate culture from the following aspects.

The first is to establish an effective incentive mechanism. According to the

current actual situation of the company, a reasonable incentive mechanism will be established, which will mobilize the enthusiasm of employees as the daily operation and management behavior of the company and develop a cultural atmosphere that respects innovation and respects talents in the company, so that every member can feel a sense of accomplishment in business. To a greater extent, the company needs to pay attention to the cultivation of various talents. To retain good talents, we must have a reasonable and effective incentive mechanism to maximize the implementation of employees. The second is to cultivate corporate spirit and enhance sense of responsibility and sense of purpose.

In the practice of management, the company's leaders pay attention to cultivating the spirit of all employees of the company, motivating members to be positive and guiding employees to establish correct values and enhance employees' sense of responsibility. The company clarifies development goals, combines employee work goals with company goals, and enhances employees' sense of purpose. The third is to establish a practical corporate culture implementation system. No matter how good the plan is, no matter how good the vision is, if it can't be implemented, it will be a bubble. Therefore, the company manager must put the corporate culture construction in the daily management work, which is reflected in the daily life of the company, so that every employee can be integrated into the company. Study showed in the strong atmosphere, the internal culture of the company is subtly established [3].

2.4 Customer development issues

Tianxin Media has been based in Anshan for five years, and its old customers have accumulated more resources. Most of Tianxin Media's business volume is supported by these old customers, and the new customers are insignificant in their annual turnover. At the beginning of each year, the company will tailor a set of annual business volume for each salesperson, as shown in the following table 1:

Table 1: Summary of annual business volume of members of Tianxin Media

Position	Annual turnover
General manager	4.5 - 5.5 million Yuan
Advertising manager	4-5 million Yuan
Advertising Department, Senior Qualified Salesperson	1-2 million Yuan
Advertising Department, junior salesperson	0.2-0.8 million Yuan

However, the customer resources behind each business volume are the existing old customer list, and the unknown new customers are not in the target customer list. Although the old customers have accumulated a lot of people, it is inevitable that the competitors will steal the target customers and cause the loss of the old customers. Once the old customers are lost, the total business volume of Tianxin Media is bound to be affected. Because Tianxin Media's business volume for the members of the advertising department is only focused on the old customers, the investment in new customer development is not enough. The new customers who may become partners are often neglected, which makes the company face the shortage of new customer resources.

To solve the problem of insufficient new customer resources, we must start with the concept of the company and the positioning of the target customers. Tianxin Media can't focus on the old customers who need it. It should also focus on new customers in other industries. Tianxin Media should not only regard the real estate industry, banking industry and automobile industry as its main customers and also should pay attention to customers in other industries, such as home, decoration and beverages. In the change of concept, the new customer is developed while maintaining the old customer, and the customer to be developed is also listed on the target customer list, which will bring the continuous source of customer resources to the company and bring one new business growth point after another.

3. DEVELOPMENT STRATEGIES AND CHOICE OF ANSHAN TIANXIN MEDIA

Through the in-depth analysis and research on the internal and external

environment of Tianxin Media through the above chapters, we can know that Tianxin Media has great development potential and opportunities, and it also faces severe challenges and tests. It is necessary for a company to formulate a long-term development goal and vision plan. At the same time, it also needs to have a clear core position and adopt effective tactics and countermeasures. In order to form a company's own core competitiveness, it must seize opportunities and meet challenges in a fiercely competitive market. And continue to grow and grow in the development [4].

3.1 Basic principles for development strategy

The company's development strategy is to achieve the company's overall goals and development direction, the methods and methods developed. Combing the analysis of the internal advantages and external opportunities of Anshan Tianxin media, it adopts a rational allocation of resources. It has rules from planning to implementation and is constantly improving to find a strategic approach that is more suitable for its own development. Based on the marketization of new media resources of Tianxin Media, the principles of integrity, practicability and adaptability are followed in the formulation of its development strategy.

3.1.1 The principle of integrity

With the overall sustainable and healthy development of Tianxin Media as the goal, we will comprehensively consider the connection and reinforcement of current work links, and continuously discover and improve the weak links, especially the key points and key issues that restrict the development of the company and targeted development strategies. At the same time, Tianxin Media's strategy at all levels must be incorporated into the company's strategic system to think about it. It must serve the company's overall development. It must be synchronized with the company's future development goals, and effectively prevent each other from acting as a lineup, lacking effective linkages and not supporting each other.

3.1.2 The principle of practicality

The development process of Tianxin Media's development strategy should not only consider the long-term development of the company, but also make the strategies at all levels forward-looking; it should also draw on the advanced practical experience and good practices of other companies to make it widely used and popularized; It is necessary to conform to the reality of Tianxin Media, and not to deviate from the current status of business management, the principle of "practical, effective and effective" should be adopted to make the formulated development strategy more operable and easy to implement.

3.1.3 The principle of adaptability

To formulate the development strategy of Tianxin Media, regardless of the strategic category analysis or the setting of specific content of each level of strategy, the company should fully consider the nature of the company's

advertising industry and the nature of advertising service companies and adapt to the big environment as much as possible and the situation. According to recent studies, it will face many difficulties in the strategic advancement, ultimately affecting the quality and effectiveness of the implementation of the strategy, so that some strategies cannot be put in place [5].

3.2 SWOT Analysis of the Development Strategy of Anshan Tianxin Media

SWOT analysis, also known as situational analysis, was proposed by Wei Lik, a professor of management at the University of San Francisco in the early 1980s and was used for corporate strategy formulation and competitor analysis. SWOT analysis also comprehensively analyzes and summarizes the conditions of all aspects of the enterprise, analyzes the advantages and disadvantages of the enterprise, compares the strength of the enterprise with its competitors, reflects the opportunities and threats faced by the enterprise, and analyze the change of the external environment of the enterprise and its influence on the enterprise.

With the globalization and integration of the world economy, the environment in which enterprises are located is more transparent and open, and this change has also affected the advertising industry. For this reason, environmental analysis has become an important business. Environmental trends are divided into environmental threats and environmental opportunities. Environmental threats are a challenge created by an unfavorable business development in the environment. If no decisive strategic behavior is taken, this unfavorable trend will result in the company's competitive advantage being threatened. Based on a study, environmental opportunities are areas in which the company has an absolute competitive advantage [6].

3.2.1 Company SWOT Analysis Matrix

Combined with the advantages, disadvantages, opportunities and threats of Tianxin Media's development, the SWOT analysis matrix is listed in Table 2 below to formulate and select the company's development strategy.

SWOT analysis shows that Tianxin Media will advance in opportunities and challenges. Although the company still faces many factors such as backward management system, large talent mobility and weak corporate culture, the company also has certain media resources, a number of stable customer relationships and good social relations. Therefore, in order to promote the development of the company, we should promptly grasp the external opportunities, expand our capabilities, meet the challenges, and use it to adapt to external factors. Scientifically formulating development strategies is the key to the company's development. According to research, maintaining sustainable advantages and competitiveness is the top priority of the company's future development [7].

Table 2: SWOT analysis matrix analysis of Anshan Tianxin Media's development strategy

	<p>Strengths S</p> <ol style="list-style-type: none"> 1.The advantages of the advertising resources are significant. 2.Based on local culture, we will understand the local consumer psychology. 3.Pay attention to actual results and develop together with customers to achieve a win-win situation. 4.Flexible operation method. 	<p>Weaknesses W</p> <ol style="list-style-type: none"> 1.The lack of successor talents and the new members are highly mobile. 2.Market developers are not professional 3.Corporate culture lacks cohesion. 4.Small overall size and poor risk resistance

Opportunity O	SO Strategic Direction	WO Strategic Direction
<p>1. Anshan's economy is developing rapidly, and the macro environment of the advertising market is good.</p> <p>2. The construction of Shenyang's one-hour economic circle will bring more development opportunities to Anshan.</p>	<p>Make full use of the company's advantages and opportunities brought by local development and industry development in Anshan, give play to resource advantages, stabilize current market share, and gradually expand market share.</p>	<p>Grasp the opportunities brought by the external environment, correct the company's disadvantages, and reduce the company's instability in development.</p>
Threaten T	ST Strategic Direction	WT Strategic Direction
<p>1. A number of companies in the same industry coexisted in Anshan, which reduced the advertising profits of Tianxin Media.</p> <p>2. The impact of other media methods on the advertising media owned by Tianxin Media and market segmentation.</p> <p>3. Large-scale advertising companies in Shenyang or other cities have settled in Anshan, and the strong competition using capital means has intensified the threat to Tianxin Media.</p>	<p>In the face of market competition, companies need to flexibly grasp internal and external conditions and advantages, avoid risks, improve brand competitiveness, and maintain existing customer relationships.</p>	<p>Adjust the compensation mechanism, attract new talents, strengthen sales ability and increase profitability.</p> <p>Conducting alliances of similar companies and advertising resources to each other to increase their ability to resist risks.</p>

3.2.2 SWOT analysis conclusion

From the strategic choices from the SWOT analysis above, it can be seen that in the SWOT matrix, the assessment between the first quadrant (SO) and the second quadrant (WO) indicates that there are many opportunities in the external environment of the company's development, while there are also internal advantages and disadvantages. Therefore, the development of Tianxin Media can take the combination of measures and opportunities, and on the basis of using itself, combined with external opportunities, to build their own advantages, and then gradually reverse the disadvantages, and use external opportunities to expand their strength. That is to say, first to the SO strategy, and then gradually to the WO, that is, on the basis of making full use of the company's own advantages and regional development, the external opportunities brought about by the development of the industry, gradually expand the company's scale to build the brand. According to a scholar, the industry chain will be expanded to reduce operating costs and gain competitive advantage [8].

3.3 Tianxin Media's development strategy choice

The development strategy is a strategy for the overall, long-term and basic nature of the company. In view of the following constraints: Anshan Tianxin Media has the following problems: First, the salary problem has made it difficult for Tianxin Media to retain high-quality talents in Anshan, and also limited the development of the company due to the shortage of new talents. Second, the company's market analysis ability cannot keep pace with the company's development needs; Third, the lack of corporate culture caused Tianxin Media's lack of cohesiveness, employees lacked a sense of belonging and responsibility; Fourth, the lack of new customer resources led to the lack of new development momentum. At the same time, it also considers that there are certain deficiencies in the comprehensive management capabilities, operational flexibility and operational efficiency of Tianxin Media. Therefore, in the choice of development strategy, efforts should be made to avoid and reduce the impact of unfavorable factors, focusing on strategic alliances and talent leadership strategies.

3.4 Creating a strategic alliance

Tianxin Media has limited resources and limited strength. It is restricted by the competition and business environment of other companies in the Anshan advertising market. If Tianxin Media wants to break through the shackles of the existing operating environment, it should fully unite various stakeholders of media enterprises, including peer media companies, audiences, and customers. Therefore, the author provides advice on how Tianxin Media can make full use of the scale of the company under the existing environment.

3.4.1 Building and implementing strategic alliances

According to the cases of other companies in China in the past, the establishment of enterprise strategic alliances needs to meet the following

three conditions: First, market development and marketing require professional competence in multiple functional areas. Second, separate development will occupy the company's huge human, material and financial resources. Third, successful development markets and marketing require close coordination between different areas of expertise. To create strategic alliances between different scales of advertising companies is to foster strengths and circumvent weaknesses and give full play to their respective advantages.

An effective strategic alliance is to be completed step by step during the establishment process: The choice of alliance partners: Before cooperating with the target companies, Tianxin Media must first find or receive partners that can help them achieve their overall strategy according to their company's strategic goals. It is necessary for senior management personnel of Tianxin Media and the cooperative company to understand whether the development strategies and goals of each company in a certain period of time can bring about the complementary advantages that the company desires, whether it has commonality in corporate culture, and so on.

Design negotiation of strategic alliances: Successful strategic alliances have multiple ways of cooperation, such as joint development, shareholding, and market share. It is necessary to analyze and communicate the common goals and market conditions of the cooperation between Tianxin Media and the management of the cooperative company. In addition, strategic alliance partners are competitors even if they are partners. Tianxin Media and partners should conduct in-depth negotiations on the cooperation process and the results, seek common ground while reserving differences, and enhance mutual trust.

Implementation of strategic alliances: The goal of creating strategic alliances is to achieve a win-win situation for both parties and to enhance the competitiveness of Tianxin Media and even all its allies in the market. As an alliance partner, Tianxin Media should actively learn from each other's strengths and make up for its own shortcomings. At the same time, Tianxin Media should actively promote a two-way information sharing mechanism. Of course, Tianxin Media also wants to prevent the leakage of the deepest key information and technology and protect its own competitive advantage.

3.4.2 The limitations and development direction of strategic alliances

Creating strategic alliances, like other strategies, have inevitable limitations. After finding the right partner, the cooperation between Tianxin Media and the partner company will have a positive effect, and it may further develop into a merger. However, if Tianxin Media does not match the partner, it is very likely to have negative consequences. In strategic alliances, the competition of allies in the control of the alliance is also inevitable. Therefore, in the design of the management mechanism, it

is necessary to be scientific and reasonable, so that the issue of control rights can be reasonably solved. The formation of strategic alliances can enable Tianxin Media and its allies to share risks, but it cannot overcome risks. Because of the short-term and unstable characteristics of the contractual relationship of the alliance entities, it is prone to the risk of dissolution after the parties realize their respective interests.

"Cooperating in competition and competing in cooperation" will be the normal situation faced by Tianxin Media on the road of creating strategic alliances. How to gain competitive advantage and promote the continuous growth of enterprises is a question that Tianxin Media needs to think more about. Tianxin Media also needs to work hard to promote its own development. Based on a study, it also considers the application of the same industry strategic alliance in the Anshan advertising market and even the Liaoning advertising market and prepares for the company to gain an advantage in the future market competition [9].

3.5 Talent leadership strategy

In today's competition between companies, in addition to capital and technology, the most important thing is the competition between talents. Whoever has strong human resources, who stands at the high starting point of competition, is in a strong position in the competition. With the increase of the company's business and the continuous expansion of its scale, Tianxin Media needs more talents to join. The company not only needs business personnel in the media layer, but also needs to cultivate business management and leadership talents suitable for future needs and expand the scale and the implementation of strategic alliances.

3.5.1 Internal training

Tianxin Media should focus on cultivating internal talents. Such talents may be more loyal, so as to be an alternate member of brain drain. Internal talent training is mainly concentrated in the executive level. At present, according to the needs of the company's business, it is possible to train some of the internal plastics and semi-production, and to send them to Anshan or other cities to cultivate professional knowledge, on the other hand to cultivate their loyalty, practice and theory, and to improve the personal professional ability and team awareness of this group of people in the market.

3.5.2 Externally introduced talent

For the company manager, whether it is academic or academic, and strategic, the company needs high-level management talent. The company will not always be a medium-sized advertising company. It is not enough to expand the size of the two managers. The company needs high prices to explore high-level management talents. These talents are not only familiar with the company's strategy and capital operation, but also can revitalize the entire advertising resources and prepare the company to expand its overall scale. No matter how good a company's decision is made, it needs someone to implement it. At the executive level of the company, the executive's execution is more important than the professional knowledge. Based on a research, introducing more executive talents is very beneficial to the company's future development [10].

3.5.3 Team building support

Team building is important, and the personal charisma and ability of the team leader is important. A sheep-led lion team may not achieve anything, and a lion-led flock is likely to be invincible. As an advertising company, team building is also very important. In order to achieve the company's strategic goals, Tianxin Media's advertising sales team needs to start from the following aspects: Combine the personal growth of employees with the development of team performance. The team succeeds in determining that each person has the opportunity to succeed, and each person's ability to improve can ensure greater success for the team. In order to enable the team members to enjoy the team's results, Tianxin Media needs to consider the allocation mechanism to re-quantify. For example, the completion of the team's goals, the company's employees to issue group bonuses, reflects the management's greater incentives, such as raising the salary level, giving new employees a sense of security, allowing employees

to work with peace of mind, improve personal performance and team performance. In this way, the company's employees have also cultivated individual ability growth while improving team performance.

Building a corporate culture and increasing team cohesion. To strengthen team building, Tianxin Media must strengthen its corporate culture. Corporate culture is the soul of the team and the catalyst for team cohesion. In a strong corporate culture, employees will subtly cultivate a sense of belonging to the company, which is also an indispensable condition for retaining outstanding talents. Corporate culture should not only be written and verbally, but also requires the company's management to take practical actions to drive the company members to contribute to the company's culture. The process of hard work is the process of corporate culture. With a strong corporate culture, whether it is the introduction of foreign talents or the further exploration of internal talents, it is a layer of protection on the company's development path.

4. CONCLUSION

Although it is possible to improve the competitive advantage by combining related enterprises in the same industry, strategic alliances and talent leadership strategies cannot solve all the problems of Tianxin Media. It is also necessary for the company to consider diversification strategies or integration strategies to maximize the company's interests. In addition, companies need to use some strategic skills to solve practical problems, such as the pursuit of new resources. Whether the development strategy of the enterprise can be successful, in addition to the proper formulation of the implementation plan, it is necessary to do the following two aspects: First, the firm execution of the staff. Employees must understand the connotation and implementation steps of the development strategy formulated by the company. Without the 100% execution of the employees, the development strategy of the company cannot be discussed. Secondly, the support of the company's leaders, the leadership of the company's leadership is the strong backing of the talent leadership strategy.

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