

Original Paper

Analysis on the Path of Enterprise Management Innovation under the New Normal

Yao Jingwu¹

¹ Business School of Yulin Normal University, Yulin, China

Received: October 28, 2022 Accepted: November 17, 2022 Online Published: November 28, 2022

doi:10.22158/asir.v6n4p142

URL: <http://doi.org/10.22158/asir.v6n4p142>

Abstract

In recent years, with the development of the global economy, the pressure of competition between enterprises is increasing. Both the old and the new enterprises should be aware of their own problems in management. In order to stand firm in the market competition, improving management can better ensure the long-term competition in the market. With the constant changes of the economic situation and the increasingly fierce market competition, some problems in the management of enterprises are becoming more and more prominent, and it is necessary to constantly strengthen the management innovation, which is a very urgent and realistic problem that should be considered. Market economy competition is extremely fierce, enterprises should strengthen internal management and control, through management innovation to stimulate the vitality of enterprises. Under the condition of the new normal, set up the sound management rules and regulations, establishing good image of foreign, according to the market development trend, grasp the market change rule, update management idea, adhere to the management mode of keeping pace with The Times, improve enterprise management level and their competitiveness, promote sustainable development of enterprises. Improved management can better ensure the long-term competition in the market. With the constant change of economic situation and the increasingly fierce market competition, some problems in enterprise management are becoming more and more prominent. How these modern enterprises in the new era can effectively run their businesses to achieve an increasingly stable life is a very urgent and realistic issue that should be considered. This paper takes enterprise management innovation under the new normal as the starting point, points out the existing problems of enterprise management under the new normal, analyzes the necessity of management innovation, and carries on the feasibility analysis of the innovation path of enterprise management.

Keywords

new normal, management innovation, path analysis

1. Introduction

The new normal is a relatively stable state that is different from the past. Under the new normal, enterprises need to follow the trend of economic development, actively seek suitable management modes and methods for their own development, and create favorable conditions for the long-term and stable development of enterprises. In this case, enterprises need to innovate. Innovation can be divided into technology innovation, management innovation and system innovation. In particular, management innovation requires enterprises to do a good job in system construction, development strategy, human resources cultivation, efficiency improvement, driving force improvement and other aspects, so as to create a good internal environment for the steady development of enterprises and obtain maximum benefits. Management innovation is to improve the management level and management efficiency, so that enterprises can get better development opportunities. Management personnel should reform and innovate the management within the enterprise according to the market development status, optimize the management structure of the enterprise, improve the management level of the enterprise, and obtain higher economic returns. By optimizing management, deficiencies in enterprise operation and management can be found, coordinated and improved, so as to relieve the pressure of enterprise operation, adjust the management mode and promote the healthy growth of enterprises. Enterprises need to take the market development trend as the guidance, formulate reasonable business strategy, to ensure that enterprises can get the best economic benefits in economic activities. Under the new normal, small and medium-sized enterprises are faced with both opportunities and challenges. They should abandon traditional management ideas, actively innovate and open up new situations, so as to promote continuous progress and development of enterprises and base themselves on the social economic market. The research framework of this paper is as follows:

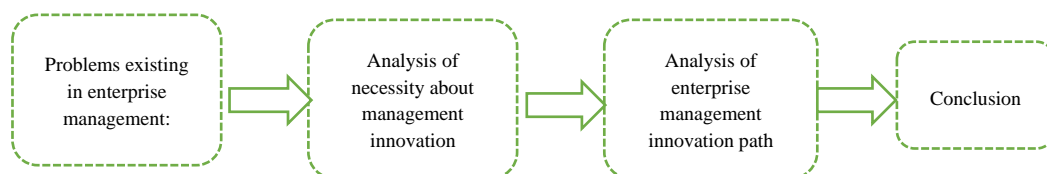


Figure 1. Logical Block Diagram of Enterprise Management Innovation

2. Existing Problems in Enterprise Management under the New Normal Background

2.1 Lack of Emphasis on Innovation

The innovation ability and quality of an enterprise determine the quality and direction of its future development. Innovation can effectively promote the development of an enterprise and create more economic benefits for the enterprise. Although most enterprise leaders have understood the importance of enterprise management, but from the current management status of Chinese enterprises, many enterprises only orally advertise to innovate the management path, but have not made substantive

measures and behavior. The reason is that the enterprise leaders do not pay enough attention to the optimization and innovation of the management mode, coupled with the lack of publicity, which leads to the lack of attention of the enterprise employees to the enterprise management innovation. At present, enterprises still lack the atmosphere of innovation and the development of innovation ability in the actual management, which leads to the stagnation of the management level and development of many enterprises, or even abandoned by The Times, thus affecting the survival and development of enterprises. In addition, the innovation of enterprise management mode requires a large amount of capital support and sufficient human and material resources as the driving force for innovation. However, some enterprises only focus on immediate benefits and ignore the importance of management innovation in order to reduce operating capital, which not only reduces the development efficiency of enterprises, but also fails to give play to the due value of operating capital.

2.2 Lack of Scientific Management System

In the development of enterprises, the quality of management mechanism directly affects the development direction of enterprises. A good management mechanism can effectively regulate the order of enterprise operation. The management mechanism of the system is divided into three aspects: platform management mechanism, management system mechanism and human resources management mechanism. Only the joint efforts of the three parties can promote the positive development of enterprises. The lack of enterprise management platform resources directly affects the implementation of management strategies, resulting in most employees can not understand the specific management mode of the enterprise. The enterprise lacks a perfect management platform, the importance of management talents is ignored, they do not give full play to their effectiveness in reasonable positions, and the enterprise does not have clear reward and punishment mechanisms and welfare incentives. As a result, many management talents lose their enthusiasm for work and kill their enthusiasm for work, which ultimately leads to the failure to achieve the strategic goals of the enterprise.

The lack of scientific management and management system will directly affect the internal operation of an enterprise. From the perspective of the management status quo of most enterprises, they are growing in the background of the increasingly perfect market economic system. However, the current management level of some enterprises cannot keep up with the pace and direction of the development of enterprises. Many enterprises pay more attention to the economic development status and do not pay enough attention to the internal management of enterprises. The development of enterprises needs to make long-term plans. However, most enterprises do not fully consider the development status and characteristics of each stage of the enterprise when making development plans and management systems. The strategies and systems formulated are not scientific and systematic. At the same time, the lack of scientific supervision and management system in the management of enterprises leads to the existence of greater constraints on the internal operation of enterprises and unscientific management behavior, which affects the economic benefits of enterprises and even makes some enterprises appear losses. In terms of the internal human resource management of enterprises, human resource is the key

factor to promote the development of enterprises. The cultivation of talents can promote the development of enterprises. The management efficiency of human resources is related to the development prospects and economic benefits of enterprises. However, in the context of the new normal of the economy, enterprises ignore the construction of the human resource management system and adopt unscientific management methods, usually in the way of hard management to restrict the behavior of employees. In enterprises, the welfare system, incentive system and salary management system for employees are not perfect, and there are defects in personnel training and cultivation system, it is difficult to mobilize the enthusiasm and initiative of employees. The initiative and enthusiasm of employees can directly affect the management level and ability of an enterprise. The lack of incentive and management of enterprise employees leads to the internal staff's slack treatment of work, which reduces the management efficiency and development efficiency of the enterprise, thus affecting the long-term development of the enterprise.

2.3 Lack of Innovative Talents

At present, Chinese enterprises generally lack professional management personnel and innovative management personnel. Enterprise management and decision-makers usually focus on the long-term development of the enterprise and the formulation of development strategy, and pay little attention to enterprise management innovation. For some small enterprises, the development scale is small, less working capital, in order to save costs, many small enterprises have the management personnel lack of professional knowledge and professional skills and other phenomena, due to the lack of a complete management process and framework, unable to restrain the behavior of managers, often appear different management level or low management level. The reason is that some enterprises do not take the initiative to spend a lot of money on the training of enterprise managers. In the development of enterprises in the new era, some managers still retain the traditional management concepts and methods. In the process of enterprise planning, managers cannot accurately grasp the key information of the enterprise and the market, resulting in the lack of innovation motivation and innovation ability within the enterprise. Due to the lack of innovative management talents within the enterprise, it is easy to have an adverse impact on the development of the enterprise. The management level and innovation ability of managers reflect the management level and innovation ability of an enterprise, which leads to the lack of innovative activities although the enterprise continues to develop, thus limiting the further development of the enterprise and affecting the overall economic benefits of the enterprise. Hiring the corresponding manager is the most important condition of enterprise strategic management, with the appropriate management talent, in order to create a perfect management strategy to promote the sustainable development of enterprises, many enterprises do not pay attention to enterprise management, in order to save expenses and reduce the investment in human costs, enterprises lack of management talent reserve, unable to develop the correct management system. Therefore, if an enterprise wants to improve its management status and implement strategic management, it can only solve the human resources problem first and increase the proportion of management talents in the

number of employees.

2.4 Single Management Mode

Single management mode is a common problem in enterprise management at present. Many enterprises lack a perfect management process. Senior leaders or managers of enterprises rely on their years of experience to conduct enterprise management and have insufficient awareness of innovation management. In many enterprises, managers mainly adopt rigid management methods. They mistakenly believe that in order to urge employees to work actively, leaders need to establish their own authority. In the process of management or execution, orders are conveyed by superiors to managers, who then assign tasks to various departments to carry out enterprise management. This mode has certain singleness. The development strategy and goals of each enterprise need to be formulated according to the previous development experience of the enterprise and the current development situation. There may be differences in the strategic goals of each development stage. Only by keeping pace with The Times can we better fit the management style and development requirements of each stage. However, in actual management, due to the relatively simple management mode, the decision-making process of enterprises generally only requires managers to make reports and submit them to the superior for review on the basis of sorting out management problems and development needs, and then the decision-making level can exercise the management decision-making power according to the problems raised by managers and give instructions on the reports. This management mode is too one-sided. The rationality of decision-making is not considered from the overall perspective, and the ideas and suggestions of other grassroots employees are not seriously listened to. As a result, the enterprise management mode is only limited to the development of the enterprise provided by the managers, and the value of management existence is lost.

3. Analysis of Necessity about Management Innovation under the New Normal

Management Innovation is a concept first proposed by economist Joseph Schumpeter in 1912. It refers to the re-optimal allocation of various resource elements of enterprises and the realization of new demands of enterprises by means of planning, organization, command, coordination, control and feedback under specific space-time conditions. Management innovation means that an enterprise will optimize the combination of available resources (human, financial, material, technology, etc.) to make the optimal allocation, and utilize effective management means to maximize the profit of the enterprise and constantly improve the competitiveness of the enterprise. At present, the establishment and development of many enterprises (especially state-owned enterprises) in our country are adapted to the social and economic development under a certain historical background. Corresponding to the social needs at that time, these enterprises played a huge role, have their own advantages; However, with the development of society and economy, the management mode of these enterprises has no longer adapted to the development requirements of market economy, and its disadvantages have gradually emerged. If there is no management innovation, timely adjustment of enterprise development strategy and

marketing strategy, timely adjustment of resource allocation, and through management innovation, improvement of production efficiency and market competitiveness, it is difficult for any enterprise to enjoy long-term prosperity.

3.1 Management Innovation is the Need of Enterprises to Improve Market Competitiveness

In the context of the new normal of the economy, the market competition is increasingly fierce, and many small and medium-sized enterprises have gone bankrupt, which shows that the current market competition environment is relatively harsh. At the same time, it shows that the management mode and method of many enterprises have not kept up with the pace of changes in The Times. Low production efficiency, high cost, marketing methods and services and other factors failed to adjust, eventually leading to the elimination of these enterprises by the market. Under the new normal of economic development, enterprises must carry out management innovation, which is not only a means to pursue interests, but also an inevitable choice for enterprises to improve their vitality and market competitiveness.

3.2 Management Innovation is an Enterprise's Updating and Supplementing of Backward Management Mode

The traditional enterprise management mode neglects the cultivation of scientific and technological talents and the investment in the cultivation of talents. This management mode ignores the social value of individuals and puts the enterprise and employees on the opposite side of interests. It is difficult to give play to the enthusiasm of employees, let alone stimulate their enthusiasm. The result will affect the development of the enterprise. Modern enterprise management mode is to emphasize management innovation, pay attention to the cultivation of talents, and give more training and care to employees, so that the interests of enterprises and employees effectively combine, so as to form a community of interests, to achieve the effect of "the prosperity of the factory, I am ashamed of the failure of the factory". This will have a positive and profound impact on the long-term health of the enterprise. Innovation is the blood of an enterprise and the inexhaustible driving force for its development. In order to improve the management technology of enterprises and provide more support for the operation of enterprises, management innovation must be carried out under the new form.

3.3 Management Innovation is the Inevitable Requirement of Modern Enterprise System

The modern enterprise system is characterized by "clear property rights, clear rights and responsibilities, separation of government and enterprise, and scientific management", which requires enterprises to carry out continuous management innovation, forcing enterprises to carry out system optimization and scientific management. This is mainly reflected in the adjustment, optimization and improvement of the enterprise system, which is an inevitable requirement to adapt to the changes of the world economy and market competition. Traditional management emphasizes control, and the main job of the management is to control the behavior of employees and ensure the completion of the established work tasks. This management theory can not meet the requirements of management in the new era. Enterprise management innovation is to adapt to the needs of the new stage of economic development,

is the inevitable product of the development of The Times.

3.4 Enterprise Management Innovation is an Inevitable Requirement under the New Normal of Economic Development

Reform and opening over 40 years, our country most enterprises have this or THAT many problems. The original economic development is an extensive model, which is characterized by “high input, high consumption, high cost, high pollution, low quality and low benefit”. The mode of extensive economic development corresponds to the mode of intensive economic development. This mode of development is to adopt management innovation and technological innovation, new equipment, new process and new technology on the basis of the same production scale, improve the scientific and technological content of products, improve the quality of products, increase the added value of products, constantly improve the production efficiency and constantly reduce the cost. To maximize corporate benefits.

The new normal of economic development is the performance of this intensive economic development. Its basic characteristics are to improve the quality of production factors, improve utilization efficiency, reduce consumption, reduce costs, improve product quality and improve economic benefits, so as to achieve economic growth. In this case, enterprises must carry on management innovation, technological innovation; Otherwise, the enterprise will have no way to follow, and finally can only close down.

3.5 Obsolescence of Management Concept is the Objective Requirement of Management Innovation

Some business operators regard enterprise management as a kind of traditional work, old management means, work to follow the traditional, old management ideas, managers themselves and lack of awareness to adhere to learning, lack of innovative spirit. In addition, some enterprises fail to provide managers with good learning opportunities, and the job of managers is a kind of cliché without integrating the new economic environment, let alone allowing other countries and business operators to learn good working methods and experience. Enterprises must realize the importance of management philosophy. While enterprises have the concept of scientific management, they also need to understand the actual situation of their own enterprises and the current market environment. Only by combining the two things can management really play its role. Especially in the process of management innovation, it is possible to consider the use of a variety of innovation ways to help enterprises get better development, effectively improve the competitiveness of enterprises, so that the development of enterprises can adapt to market changes.

4. Analysis of Enterprise Management Innovation Path under the New Normal

4.1 Management Concept Innovation

One is to break the original thinking pattern. The original market competition mode mostly adopts the method of reducing production cost and product price. Although this competition mode is conducive to market competition, it also damages the potential interests of enterprises to some extent, which is not favorable for enterprises. The best way to safeguard the interests of enterprises is to innovate the

management mode. Therefore, entrepreneurs should adapt to the changes of the enterprise, constantly improve their way of thinking and working ideas, attach importance to the enterprise's knowledge value, and promote the increase of the enterprise's knowledge value through effective incentives [6]. The second is to use scientific management methods to manage enterprises. In the face of the new situation, the new situation, we must understand the development trend of the world economy, understand the national economic policy, combined with the current situation and characteristics of the market, master scientific management methods, facts speak louder than words, let the results explain everything. Only in this way can we change the original management concept, improve the efficiency of enterprises and promote the development of enterprises. Third, actively cultivate the enterprise's own brand. Brand is the goal and direction pursued by enterprises, the comprehensive reflection of the competitiveness and development potential of enterprises, and also the demand of consumers to improve the quality of life. In the era of economic information, while constantly improving product quality, enterprises should also increase product functions and service attitude, improve corporate awareness, enhance corporate reputation, and establish corporate brands.

4.2 Management System Innovation

Management system innovation is the key of enterprise management innovation. The innovation of management system and system must be in line with the actual situation of enterprises to avoid large risks in the process of innovation. First, reform the personnel system. Personnel system reform is to use all legal means to carry out personnel system reform, open up the income gap, fully mobilize the enthusiasm of employees, give play to their intelligence, and actively make good use of labor force, the most basic driving force for wealth production. Second, innovation reflects the principle of "giving priority to efficiency and giving consideration to fairness". The original management mode of the enterprise was that the business activities of the enterprise were decided by the upper management, and the right to speak was in the management. Ordinary employees had no right to speak and lacked enthusiasm. This system is inefficient, high management costs, difficult to maintain the long-term healthy development of enterprises. The innovation of enterprise management mode is to improve the production and operation efficiency of enterprises on the premise of improving the efficiency of enterprises. At the same time, enterprises should take into account the principle of fairness while paying attention to management innovation and giving priority to efficiency. The reform and innovation of the management system will inevitably break the original principle of profit distribution, and the interests of some people will be harmed. If fairness cannot be taken into account, social conflicts will inevitably arise, and the promotion of the reform and innovation of the enterprise management system will be hindered if not handled properly. Therefore, in the reform and innovation of the management system, we must reflect the principle of "efficiency priority and fairness".

4.3 Formulate the Overall Strategy of the Enterprise

First, formulate corresponding development strategies. In the new normal of economic development, enterprises are faced with capital, regional and policy challenges. Enterprises should adjust their

development strategies timely according to their own and market conditions. In the case of limited social resources, enterprises must formulate appropriate development strategies to optimize the allocation of various resources owned by enterprises, give full play to the maximum effect, and realize the maximization of corporate benefits. Second, formulate a talent training strategy. Science and technology is the primary productive forces, talent is the key to enterprise development, is the first element of enterprise development. Therefore, if an enterprise wants sustainable and healthy development, it must formulate a talent training strategy, bring the introduction and use of talents to a new height, and give play to the core driving force of talents. Talent is an important condition for enterprise management innovation. Without innovative talent, it is impossible to talk about the innovation of enterprise management. Enterprises should attach importance to the training of employees. In the process of enterprise development, they should realize their personal demands and values, enhance their sense of identity with the enterprise, stimulate their enthusiasm for work, create opportunities for them to show themselves, and fully mobilize their enthusiasm, so as to achieve the cultivation of talents and promote the improvement of core competitiveness of enterprises. Third, implement feasible management by objectives. Management by objectives can mobilize the initiative, creativity and enthusiasm of employees, greatly motivate employees to achieve the goal of efforts, has a good incentive function. The first step of management by objectives is to set management objectives and tasks. The second step is to decompose target tasks and achieve management objectives and tasks. Finally, measurement, evaluation, assessment and summary are carried out. The establishment of enterprise objective management is conducive to the hierarchical decomposition of work tasks and responsibilities, so as to achieve clear rights and responsibilities, equal rewards and penalties.

4.4 Actively Look for the Focus of Enterprise Management Innovation

First, it is market-oriented. Market demand is the driving force of all wealth, and all activities of enterprises should be carried out around the market. In the face of the new normal, consumption upgrading is the general trend, enterprises should take the consumer market as the center, to meet consumer demand as the guidance, the goal and purpose of enterprises is to make consumers satisfied, enterprises get sustainable and healthy development. In this process, enterprises should make full use of IT technology and big data technology, guide the active participation of consumers, track, feed back and deal with the satisfaction of consumers, and strive to do a good job in service so as to obtain greater market benefits.

Second, we will continue to improve product quality. The product quality of enterprises is the fundamental survival of enterprises, some enterprises advocate “quality first, customer first” is also the truth. Under the new normal, the government will also change its thinking, no longer regard high economic growth as the main goal, but attach great importance to the quality of social development and social life. Therefore, enterprises should not blindly pursue the speed of development and expand the scale of production, but should pay attention to the connotation construction of enterprise development, no longer pursue the output value as the goal, but should improve the quality of products and services

as the goal, to improve the added value of products as the goal.

Third, we will continue to increase the driving force for innovation. The driving force of innovation is the power and ability of independent innovation of an enterprise. Innovation-driven means that enterprises continue to make management innovation, technological innovation, product innovation and service innovation according to market demand. In this way, enterprises can firmly occupy the market. Management methods are often changed by the change of the environment and the management, and this change is management innovation to a certain extent. From the internal perspective of the enterprise, the main problem is the lack of innovation ability, backward concept and so on. This includes the shortage of innovative talents, the lack of innovation investment costs, the lack of access to information, and the low efficiency of innovation. From the outside of enterprises, the main reason is that the environment supporting innovation is not perfect.

Fourth, we will continue to strengthen talent training and innovation. In the context of the new normal, the continuous improvement of staff quality is very important for the rise and fall of enterprises. Enterprises should continuously increase the investment of training funds, constantly improve the learning ability of employees, so that employees can constantly train their innovation ability and improve their innovation skills, so as to improve the innovation level and sustainable development ability of enterprises. In the process of enterprise management, the human resources department should attach great importance to talent training, constantly introduce high-quality talents, and establish a scientific and reasonable salary system to attract talents.

Fifth, we will vigorously promote digital development. Digital construction plays an important role in improving enterprise management ability. Through the digital marketing management to timely and accurately grasp the market, brand, customer changes, improve the ability to grasp consumption; In addition, through the digital construction to achieve the intelligent and flexible operation of enterprises, improve production efficiency, improve economic benefits, and realize the optimization of enterprise interests. At the same time, the introduction of modern management structure through digital technology, promote enterprises to realize information management, coordinate enterprise management mechanism, sufficient industrialization system, break the traditional industrial management form, change the business thinking, the enterprise management to intelligent, precise, high efficiency, subvert the original management system, promote the innovation and transformation of enterprises. Enhance the ability of enterprises to adapt to the market and enhance their competitiveness. Enterprises develop digital collaborative innovation, so that corporate governance structure and internal control management has undergone major changes. Due to digital technology, enterprises can improve their production and sales performance, change the phenomenon of lagging enterprise management ability, realize the integration of enterprise resources and business, increase sales volume, and occupy a certain position in trade. According to industry attributes, size, technical advantages and other characteristics, choose scientific digital transformation, make a reasonable investment plan. Digital configuration can be realized from the aspects of order management, procurement management, inventory management,

supplier management and customer relationship, so as to provide support and service for the transformation of enterprise capital chain, supply chain and business chain, analyze the development prospect of international market, innovate enterprise business model and base on the international market.

Therefore, in the new normal, enterprise through strong promotion of digital construction is one of the ways of management innovation.

Sixth, establish an international business philosophy. Under the new normal, enterprise managers should take the economic environment into full consideration, not only innovate in the business philosophy, but also combine with the historical background of economic normalization. When carrying out enterprise management, enterprise managers need to follow the principle of reviewing the situation, broaden their vision and put into a long-term perspective, so as to make scientific and reasonable business decisions. It lays a good foundation for promoting the sustainable development of enterprises.

Seventh, highlight the people-oriented management concept Highlight the people-oriented management concept and build an excellent corporate culture. In the new era, the state emphasizes that everywhere should be people-oriented. In order to respond to the call of the state and conform to the pace of development of The Times, enterprises need to highlight the management concept of people-oriented, give full respect to enterprise personnel in management, so that they can give play to their own subjective initiative and creativity, and develop their personal ideological value. Enterprise managers should persuade people with reason and affection, strictly abide by national laws and enterprise systems, reflect the care from the enterprise, and integrate this idea into enterprise management. In addition, building an excellent corporate culture on this basis can effectively enhance the corporate heritage and improve employees' sense of identity, which is an important soft power of an enterprise in the current era.

5. Conclusion

The state put forward that “innovation is the soul of a nation and an inexhaustible driving force for national prosperity.” For enterprises, management innovation is a necessary condition for their survival and development. In the context of the new normal of economic development, enterprises must innovate for strength, find the path of innovation, establish and improve the innovation system, and seriously implement management innovation. Only in this way can enterprises adapt to the situation, adapt to the changes of the external environment, constantly improve their competitiveness, constantly improve social and customer satisfaction, and win development opportunities and returns. It can be said that management innovation is one of the inevitable paths for the healthy and sustainable development of any enterprise.

Acknowledgements

This paper is one of the phased results of the following two research projects.

- (1) Topic of Project 1: Innovative Research on the Path of social governance in Southeast Guangxi under the background of modernization of national governance. Project Number: 2021YJJZD04;
- (2) Topic of Project 2: Research on Coupling development of bauxite resource economy between China and Laos under the background of “One Belt and One Road”. Project Number: G2020SK015.

References

- Fu, G. Y. (2020). Analysis of Management innovation Path of Small and Medium-sized Enterprises under the New Normal. *Modern Marketing (next issue)*, 2020(05), 97-98.
- Li, S. B., & Zhu, H. Y. (2022). Management Innovation path of Small and medium-sized enterprises based on Strategic Management. *Management and Technology of Small and Medium-sized Enterprises*, 2022(11), 136-138.
- Lian, D. (2022). The problems existing in enterprise management and the exploration of innovation path. *Market Modernization*, 2022(08), 92-94.
- Liu, B. (2020). Innovative Strategies of enterprise economic management under the new Situation. *China Foreign Investment*, 2020(10), 88-89.
- Lu, H. F., & Yu, X. P. (2007). The influencing factors of enterprise innovation and its improvement measures. *Journal of Enterprise Economics*, 2007(5), 38-40. (in Chinese).
- Min, J. (2021). Constructing new development Pattern of tobacco industry with Management innovation. *Oriental Tobacco News*, 2021-02-19(3). (in Chinese).
- Sun, J. (2018). Research on the innovation path of Enterprise management under the New Normal of economy. *Enterprise Technology and Development*, 2018(2), 279-280.
- Xie, Q. (2021). Analysis of Enterprise Management Innovation Path under the Economic New Normal. *Business Culture*, 2021(36), 45-46.
- Xu, T. (2021). Analysis of Enterprise Business Management Innovation Path under the Background of Economic New Normal. *Shopping mall Modernization*, 2022(21), 96-98.
- Zhang, E. D., & Deng, C. (2019). Create a good environment for smes' innovation and development. *Economic Daily*, 2019(11), 19.
- Zhou, B. (2016). Analysis on innovative strategies of enterprise economic management under the new situation. *Economist*, 2016(06), 276-277.