

Enterprise decision analysis based on SWOT model under the new Coronavirus environment in 2019

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Abstract. In the past three years, the epidemic has swept the world, profoundly affecting the politics, economy and culture of various countries, and the impact on the economy is the heaviest. However, in the era of rapid economic decline, there are still enterprises in all walks of life that can move forward in adversity. During the epidemic period, through their unparalleled superior decision-making, they changed the market playing method, complied with the changes of the times, accurately found their own market positioning, and prepared to face the coming threats and seize the opportunities of the times in a period of great changes in politics, economy, society and science and technology. Based on the SWOT analysis model, this paper analyzes the decisions made by Alibaba and Xibei under the environment of 2019 covid-19, and draws a conclusion that is beneficial to the future business. The study found that when the market environment changes rapidly, we should be keenly aware of the opportunities according to our own existing situation, and seize the opportunities through decisive decision-making, and we must be quick, because the changes in the market environment also give other enterprises opportunities.

Keywords: New coronavirus, Alibaba, Xibei, business decision

1. Introduction

It has been nearly three years since the outbreak of novel coronavirus pneumonia in December 2019[1]. In the past three years, the epidemic has swept the world, profoundly affecting the politics, economy and culture of various countries, and the impact on the economy is the heaviest. A large number of enterprises in the world have closed down, a large number of people have lost their jobs, and a large amount of funds have evaporated. However, in the era of rapid economic decline, there are still enterprises in all walks of life that can move forward in adversity. During the epidemic period, through their unparalleled superior decision-making, they changed the market playing method, complied with the changes of the times, accurately found their own market positioning, enhanced the strength of the enterprise, tried to avoid the weaknesses of the enterprise, and always prepared to face the coming threats and seize the opportunities of the times in a period of great changes in politics, economy, society and science and technology.

This article analyzes the business decisions made by comparing the advantages, disadvantages, threats and opportunities of many listed enterprises in the epidemic period of great changes in politics, economy, society and science and technology, and according to the market characteristics and customer groups they are facing, and analyzes what kind of business decisions can lead to great changes in the economic environment, It is the decisive factor that makes the profit or influence of an enterprise reach new heights or go down all the way with good conditions and certain opportunities. The conclusion of this study is conducive to giving enterprises the logic of making mistakes in the current epidemic according to their own advantages, disadvantages, threats and opportunities, their own market and customers, and the logic of some enterprises that do not do well when the external environment changes greatly. This research can help more enterprises to make decisions in line with their own interests in the face of huge market changes in the future.

COVID-19 poses a great threat to the survival and development of enterprises. If enterprises want to achieve sustainable and long-term development in such a large environment, innovative marketing strategies are one of the effective strategies. The transformation of enterprise marketing during the epidemic period has brought a turning point for enterprises. The relevant business managers of

enterprises should keep in mind the lessons brought by the epidemic and further improve the marketing strategies and plans for unexpected needs.

2. Method

SWOT analysis model will be used in this study. According to SWOT analysis, s (strengths) is an advantage and an internal factor of an organization, including favorable competitive situation, sufficient financial resources, good corporate image, technical strength, economies of scale, product quality, market share, cost advantage, advertising offensive, etc. W (weaknesses) is not only a disadvantage, but also an internal factor of the organization, specifically including: aging equipment, chaotic management, lack of key technologies, backward research and development, shortage of funds, poor management, product backlog, poor competitiveness, etc. O (opportunities) are opportunities and external factors of the organization, including new products, new markets, new demands, removal of foreign market barriers, and mistakes of competitors. T (threats) is not only a threat, but also an external factor of the organization, specifically including: new competitors, increased alternative products, market tightening, changes in industrial policies, economic recession, changes in customer preferences, emergencies, etc[2].Of course, for the SWOT model, we can not only analyze from the four directions of strengths, weaknesses, opportunities and threats, but also analyze the four aspects of strengths and opportunities, strengths and threats, weaknesses and opportunities, weaknesses and threats through a SWOT table.

the achievements that an enterprise can make in the market are caused by making correct strategic and tactical decisions based on its own conditions to adapt to the changes of the environment. Therefore, it is very necessary to use the above analysis model.

3. Results and Discussion

3.1 strengths

Alibaba's s (strengths) includes three aspects.

First, Alibaba can use the global platform to purchase material[3], It is very necessary for China at the early stage of the epidemic. As a country with a large population, China did not reserve enough epidemic prevention materials in normal times, which led to a shortage of epidemic prevention materials such as N95 masks and protective clothing. However, through the global procurement platform, Alibaba purchased a large number of epidemic prevention materials from countries that had never had an outbreak and put them on the market. This not only solved the urgent need of the epidemic, It has also gained some benefits;

Second, by the end of 2019, Alibaba had 197 offline stores in China [4], which enabled Alibaba to quickly convert these offline stores into commodity transit stations for online shopping;

Third, Alibaba has an advantage in the market share of e-commerce platforms. Alibaba has the highest share of e-commerce platforms in China, reaching 58.2% [5].

The S (strengths) of Xibei has two aspects:

First, Xibei has an advantage in the market share of Chinese dinner and is the brand with the largest number of Chinese dinner (except for hot pot products) [6].

Second, as of 2019, Xibei has 358 offline stores in China[7], which enables Xibei to quickly convert these offline stores into online semi-finished food trading commodity transit stations;

3.2 W (weaknesses).

Alibaba's w (weaknesses) has two aspects.

First, although Alibaba has many business lines, it is still not enough for the new situation of the epidemic;

Second, although Alibaba has its own express business, the number of couriers is far from enough in the case of city closure.

W (weaknesses) of Xibei has two aspects.

First, all of Xibei's offline stores are concentrated in the business district. Xibei's customer group is the people who shop in the commercial street, but there are no offline stores in the community. This leads to the forced closure of large business districts due to the epidemic, and when there are no people going shopping, Xibei cannot carry out business, which is fatal.

Second, Xibei has no direct access to customers. The service objects of Xibei are all unfamiliar customers, without any user stickiness, and no c r m system has been established. As a result, Xibei cannot develop new demands or new users through its original customers during the epidemic period.

3.3 O (opportunities).

Alibaba has two aspects of O (opportunities).

First, due to the closure of the city due to the epidemic, almost all people's material needs can only be met by express delivery and delivery. Alibaba is originally a company mainly engaged in online shopping, and it also has express delivery business - Cainiao express and offline food and daily necessities sales business - HEMA fresh. Therefore, Alibaba quickly launched the door-to-door delivery service of HEMA fresh. In the delivery industry, Alibaba quickly acquired the e-mail delivery company, filling the vacancy in Alibaba's delivery business line.

Second, due to the sudden outbreak of the epidemic, the Chinese government stipulated that all companies should not dismiss their existing staff and pay their salaries at the normal level[8], As a result, many offline stores' salesmen were paid at home, while offline stores were unable to operate normally during the epidemic period, resulting in serious losses. Under such circumstances, Alibaba needed a large number of express delivery and delivery personnel to work. Therefore, Alibaba quickly replenished a large number of express delivery and delivery personnel by renting off-line stores' paid employees at home at low prices, so that the express delivery and delivery business could be carried out normally and effectively during the epidemic period.

Xibei has one aspect of O (opportunities). This opportunity is the semi-finished product market. Due to the isolation of the epidemic, many people do not want to eat takeaway food with health problems and health risks, but do not want or cannot cook their own food. Therefore, they choose to buy semi-finished food materials, which can be used after simple processing. Xibei can use its strong brand in the catering industry to sell semi-finished food materials with Xibei characteristics, but the fact is that Xibei does not do so.

3.4 T (threats).

Alibaba is facing public opinion t (threats). Because Alibaba won many commercial interests through excellent decisions during the epidemic, many people attacked Alibaba on the grounds of making a big fortune and squeezing the people's money. This may affect the government's policies on Alibaba, such as anti-monopoly.

The T (threats) faced by Xibei is that more than 400 stores were closed during the epidemic period [9], and the semi-finished product market was occupied by other enterprises.

4. Summary

To sum up, Alibaba made a decisive decision when the epidemic came. It quickly used its existing resources (e.g., e-commerce platform, global procurement platform, etc.) to purchase goods in short supply from abroad, and won the first profit. Then it quickly opened the service of fast delivery of food and daily necessities to the home through numerous HEMA fresh offline stores and hired paid employees at home, At the same time, the company quickly acquired the e-mail delivery company and successfully built the delivery business under Alibaba during the epidemic period. The revenue of Alibaba Group in the first quarter of 2020 was 153.751 billion yuan (RMB, the same below), an

increase of 34% compared with the same period of last year [10]. On the other hand, although Xibei had various disadvantages during the epidemic, it still had the opportunity of transformation, but it was not successfully utilized. Therefore, when the market environment changes rapidly, we should be keenly aware of the opportunities according to our own existing conditions and seize the opportunities through decisive decisions. We must be quick because the changes in the market environment also give other enterprises opportunities.

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