

The Development Status, Policy Demand and Rescue Measures of Small and Micro Enterprises in Wenzhou in the "Post-Epidemic Period"

Yueru Lu*

Wenzhou Polytechnic, Wenzhou 325000, China

Abstract

In the post epidemic period, the lag “post-epidemic period” effect and diffusion effect on the economy after the epidemic still have a significant impact on small and micro enterprises. In order to support the development of small and micro enterprises, based on the questionnaire survey and analysis on small and micro enterprises in Wenzhou, this paper finds that there are two main factors affecting the recovery and development of small and micro enterprises in Wenzhou, which are market orders and funds. In terms of policy evaluation, small and micro enterprises have a good overall evaluation of the current support policies, but also put forward new requirements for the applicability, pertinence and timeliness of current support policies. In terms of policy demand, enterprises in different industries have both common policy needs and different policy needs. In the post epidemic period, enterprises have put forward common demands for expanding markets and improving core competitiveness. Finally, this paper puts forward targeted policy suggestions in the post epidemic period on how to improve the policy efficiency, provide efficient, accurate, timely and long-term government services, and promote the high-quality development of small and micro enterprises.

Keywords

The Post Epidemic Period; Small and Micro Enterprises; Policy Demand; Rescue Measures.

1. Introduction

The outbreak of COVID-19 in 2020 has had extensive and far-reaching impacts on China's macro and micro economy. Affected by the epidemic, China's macroeconomic growth has slowed, system uncertainty and foreign trade risks have increased. At the industry level, people-intensive, labor-intensive and environment-sensitive industries such as accommodation and catering, wholesale and retail, transportation, cultural tourism, etc. have been greatly impacted. At the same time, the epidemic has also spawned fresh food e-commerce, telemedicine, online education and other new industries, new consumption, new formats[1]. At the micro level, Chinese enterprises, especially small and micro enterprises, are inevitably faced with operating pressures in terms of capital, transportation, and orders. Small and micro enterprises are important part in national economic and social development, and their development is crucial to stabilizing economic growth, enhancing economic activity, ensuring the integrity of the production system and stabilizing employment.

In order to support the resumption of work and production and stabilize employment for small and micro enterprises, the central government and local governments have introduced various fiscal and taxation support policies in stages. The types of policies can be divided into traditional fiscal and taxation support policies such as tax reduction and fee reduction, and financial subsidies, as well as new fiscal and taxation support policies such as the establishment of industry rescue funds, the establishment of government financing guarantee platforms, and

the distribution of consumer coupons. These policies have achieved certain results during the epidemic, but there are also problems in the implementation process, such as poor coordination between policies, low efficiency of the use of support funds, and inadequate implementation of preferential policies[2]. Professor Zhu Wuxiang of Tsinghua University(2020) conducted two questionnaire surveys on small, medium and micro enterprises across the country during the epidemic , and the results show that there is a large deviation between the short-term implementation effect of policies and the demands of enterprises[3]. From the perspective of legislation, Liao Mingyue (2020)pointed out that the support policies during the epidemic have problems such as lack of top-level design, unreasonable structure of tax reduction and fee reduction, and lack of industry-based preferential tax policies[4].

In the "post-epidemic period", the post-epidemic lag effect and diffusion effect still have a significant impact on enterprises, especially small and micro enterprises . Wenzhou has a large number of small and micro enterprises, and it has taken the lead in creating "two healthy" pilot zones, making Wenzhou's private economy continue to burst into vitality and becoming a typical template for the national private economy. In view of this, in order to help small and micro enterprises to relieve their difficulties, this paper takes Wenzhou City, where the private economy is active as an example, to investigate and analyze the satisfaction and policy needs of small and micro enterprises with fiscal and taxation support policies in the "post-epidemic period", and to improve the support effect of fiscal and taxation policies on small and micro enterprises, providing targeted suggestions to provide low-cost, high-efficiency, accurate, timely and long-term government services .

2. The Financial and Taxation Policies Review

Table 1. Policies for Small and Micro Enterprises During the Epidemic Period

Policy type	Specific measures
Tax cut	①Enterprise income tax: corporate income tax reduction and exemption for industries that are more affected by the epidemic; relevant fiscal and taxation policies to encourage charitable donations; ②Individual income tax: exempt from the personal income tax of subsidies for front-line workers in epidemic prevention; ③Value-added tax: exempt from value-added tax for industries such as public transportation, life services, express delivery, etc.; increase the value-added tax credit for enterprises producing key materials for epidemic prevention and control; reduce and exempt individual industrial and commercial households' value-added tax in stages, and pay taxes on a small scale the personal collection rate will be reduced by 1% from 3%; ④Other tax incentives: Encourage all localities to appropriately reduce or exempt real estate tax and urban land use tax; delay the deadline for filing tax returns;
Reduce fees	①Staged reduced and deferred payment of social security contributions for small and micro enterprises; ②Rent reduction and exemption
Financial subsidy	①Provide special subsidies for enterprises in recruitment, resumption of work and job stabilization; ②Provide construction cost subsidies to industries; ③Increase the export premium subsidies and liquidated damages subsidies for small and micro enterprises; ④Implement the consumption coupon policy;
Social security relief	①Refund of social security; reduce the payment ratio of social security and housing provident fund in stages; ②Appropriately relax the payment period for small and micro enterprises with special difficulties;

Fiscal discount	Set up a special fund for financial discounts on loans
Financial assistance	①Increase the re-lending and re-discount limit; ②Provide low-interest loans and deferred repayments, and the finance will compensate relevant bancassurance institutions for losses; ③Provide emergency special credit; ④Actively play the role of government financing guarantee fund and risk compensation fund;
Streamline the process	Streamline the approval process for applications for preferential fiscal and taxation policies

In order to support the healthy and stable development of small and micro enterprises , Wenzhou City introduced targeted fiscal and taxation policies for resumption of work and production and stabilization of employment before and after the epidemic, including a series of policies such as "Reduction of rent, interest, tax, fee and expenditure", "28 policies to benefit enterprises", "32 policies to stabilize the economy" and "12 financial policies". In terms of the overall thinking of policy formulation, fiscal and taxation support policies are mainly based on incremental expenditures, transfer payments, tax and fee reductions and other expenditure policies. The early-stage policies had obvious emergency and targeted characteristics; later policies began to pursue long-term effectiveness and innovation of policies. The specific policies are summarized in Table 1.

3. Development Status of Small and Micro Enterprises in the "Post-epidemic Period"

Small and micro enterprises in Wenzhou are our main survey object, and we adopt simple random sampling and stratified proportional sampling to determine the sample range. In this survey, a total of 300 questionnaires were distributed online and offline, 279 questionnaires were recovered, and 252 questionnaires were valid, with a recovery rate of 93% and an effective rate of 84%.

In the sample questionnaire, private enterprises accounted for 80.95%, state-owned enterprises accounted for 8.33%, and foreign-funded enterprises accounted for 5.95%. Among them, 19.05% of the enterprises belong to foreign trade enterprises. In terms of enterprise scale, the average operating income and the scale of employees within three years basically meet the definition standards of small and micro enterprises. These enterprises belong to many industries, mainly in the secondary and tertiary industries. In general, the geographical distribution of sample enterprises is relatively reasonable, the nature of the industry and enterprise scale conform to the definition of small and micro enterprises, the questionnaire covers a wide range of industries, and the survey results are generally representative.

After investigation and research, it was found that the development status of small and micro enterprises in Wenzhou during the "post-epidemic period" has the following characteristics:

(1) The overall recovery is good, but recovery of orders and revenue is not good

On the whole, the small and micro enterprises in Wenzhou are in a good recovery period at this stage. In the middle and late stages of the epidemic, the return of employees to work and the recovery of logistics and transportation have fully recovered. Most of the recovery has been achieved in terms of working capital and clearing the backlog of inventory, and only close to 20 % of small and micro enterprises have recovered moderately in these two aspects. In terms of orders and operating income, the recovery of small and micro enterprises is relatively general. More than 30 % of enterprises said that they still recovered in general in these two

aspects, and even some small and micro enterprises said that they only recovered a small part or not recovered.

(2) The market and capital factors have the most significant impact on the recovery of small and micro enterprises

During the epidemic, judging from the analysis of factors, small and micro enterprises believe that the factors that have a greater impact on their recovery and development are ranked as follows:

- ① Market factors (difficult to receive new orders): accounting for 63.10 %
- ② Capital element (shortage of liquidity), accounting for 55.96 %;
- ③ Labor factor (there are obstacles for employees to return to work), accounting for 51.19%;
- ④ Land factor (rent pressure), accounting for 50.00 %;
- ⑤ Logistics factors (there are obstacles in provincial and municipal transportation), inventory factors (stock backlog pressure), and policy factors (policy implementation is difficult or inefficiency) accounted for more than 40 % respectively.

(3) The operating pressure faced by small and micro enterprises in the "post-epidemic period" has certain differences

For small and micro enterprises in Wenzhou, the top five are the pressure of order reduction (accounting for 46.43%), the pressure of fixed expenditures such as rent, water and electricity (35.71%), and the pressure of account cash flow (32.14%), financing difficulties (accounting for 29.76%), and employee salary payment pressure (27.38%).

In the industry analysis, more than half of almost all types of enterprises are facing the pressure of order reduction, but at the same time there are certain differences. Culture, sports and entertainment, accommodation and catering, transportation, warehousing and postal industries face greater pressure on fixed expenditures such as rent, water and electricity. The construction and real estate industries are facing the greatest pressure on cash flow; the accommodation and catering industry, culture, sports and entertainment industries, and the manufacturing industry are facing greater financing difficulties and employee compensation pressures. The manufacturing and service industries are also facing certain pressures on material supply and inventory backlog. The cash flow pressure, financing difficulty pressure and order pressure of foreign trade enterprises are higher than those of non-foreign trade enterprises; the fixed expenditure pressure of non-foreign trade enterprises is higher than foreign trade enterprises.

4. The Policy Evaluation and Demand of Small and Micro Enterprises in the "Post-epidemic Period"

(1) Comprehensive fiscal and taxation support policies have been introduced, but the application rate of some policies is insufficient

Since the outbreak of the epidemic, the government has issued a number of preferential policies, with relatively comprehensive policy coverage. However, in general, the application rate of some policies to small and micro enterprises needs to be improved, and the popularity is less than 50%. Among them, the tax reduction or deferred application rate is the highest, with about 45.24 % of enterprises saying they have enjoyed the tax preference, followed by epidemic prevention support, accounting for 33.33 %, and then followed by the salary subsidy for returning workers. The proportion of preferential policies such as logistics and return-to-work channel support, cost reduction, financial support, approval reduction, training assistance, etc. is relatively low. And about 10.71 % of small and micro enterprises even said that they have not enjoyed any preferential policies. In terms of industry, overall, the policy support effect of the tertiary industry is stronger than the secondary industry.

In terms of the application of specific tax reduction and exemption policies, fixed expenses such as rent, utilities, etc. accounted for the highest proportion, about 33.33%, followed by social security deferred and deferred delivery, accounting for 30.95%, and small and micro enterprises were eligible for various tax reductions and exemptions about 20%, and 14.29% of companies have not enjoyed any tax or preferential policies. In terms of industry differences, about 77.8% of the lodging and catering industry enjoys the reduction and exemption of fixed fees such as rent, water and electricity, and nearly half of the small and micro enterprises in the leasing and business service industry and real estate construction industry enjoy the benefits of deferred social security and delayed delivery. At the same time, the leasing and business service industries have performed well in tax relief such as value-added tax, income tax, property tax, etc.; finally, the culture, sports and entertainment industries have fewer tax incentives, and 33.3% of the small and micro enterprise of culture, sports and entertainment industries said they have not enjoyed tax benefits. In addition, the tax reduction and exemption policies obtained by small-scale taxpayers in this epidemic are better than those of general taxpayers.

(2) Insufficient financial policy support and significant differences between industries

The specific financial policies include reduction or exemption of overdue penalty interest, increase of credit limit, renewal of interest without principal repayment, preferential loan interest rate, loan extension, reduction of guarantee cost, financial discount, and accelerated loan approval. In terms of specific financial policies, 33.33% of small and micro enterprises have enjoyed the preferential benefit of increasing their credit limit, and about a quarter of the companies have enjoyed financial support such as preferential loan interest rates and reduced guarantee costs. However, 23.8% of small and micro enterprises still said they did not enjoy any financial policy support.

Specifically, the preferential effect of foreign trade enterprises in increasing credit lines and reducing or exempting overdue penalty interest is more significant, while non-foreign trade enterprises have greater financial incentives in terms of preferential loan interest rates and no repayment of principal and interest. The guarantee cost of state-owned enterprises is generally lower than that of private enterprises. The financial preferential policies obtained by small-scale taxpayers in this epidemic are better than those of general taxpayers.

There are differences in the strength of financial policies applicable to different industries. Generally speaking, the financial benefits available to the industry are limited. For example, financial discounts, small and micro enterprises in only four industries said they had enjoyed the preferential policy. From an industry perspective, the tertiary industry has higher guarantee costs, reduction and exemption of penalty interest, and loan approval speed than the secondary industry such as manufacturing.

(3) The overall policy satisfaction is relatively good, and there are large differences in the evaluation of industry enterprises

In the evaluation of various support policies satisfaction, based on the dimensions of relatively satisfied and very satisfied, enterprises have the highest satisfaction with epidemic prevention support policies (82.15%), followed by logistics and return to work channel support (75%), reduction of approvals (75%), tax reduction or exemption (73.81%), financial support (71.43%). Based on relatively dissatisfied and very dissatisfied dimensions, 7.14% of small and micro enterprises expressed dissatisfaction with tax reduction or deferred. It can be seen that different small and micro enterprises may have large differences in the evaluation of the same government preferential policy.

In a further investigation, small and micro enterprises answered the reasons for their dissatisfaction with the above-mentioned policies, and the main reason for the largest proportion was "the policy is short-lived and the follow-up supporting policies are insufficient",

accounting for 39.29%; followed by "the support policy is average, and it does not help enterprises much." This option accounted for about 38.1%. "Policies are poorly targeted, and it is difficult to solve the special difficulties of enterprises in the industry" accounted for 32.14%. It reflects that the needs of enterprises for the timeliness, support and pertinence of policies have not been met.

For different enterprises, foreign-funded enterprises expressed dissatisfaction with the timeliness of the current policies and the efficiency of policy implementation. Private enterprises believed that the policy pertinence and support needed to be improved, and the policy satisfaction evaluation of state-owned enterprises was relatively average. In the industry, 66.7% of the culture, sports and entertainment industries raised the problems of many policy restrictions, difficult implementation, difficulty in application, short timeliness, and insufficient supporting facilities; in terms of support, transportation, warehousing, and postal industries have the most significant evaluations; In terms of policy pertinence, the needs of accommodation and catering industries are the most urgent.

(4) The policy needs of enterprises are generally consistent and differences between industries

Further understanding of the current policy needs of enterprises found that during the anti-epidemic period, the most urgent policy needs of enterprises were mainly "precise support from fiscal and taxation policies", "support for enterprises to recruit and stabilize jobs", "support for default exemption or debt relief caused by the epidemic", "Precise support of financial policies" and "Government-led industry-enterprise cooperation support".

For private enterprises, the main needs in the "post-epidemic period" are "precise support from fiscal and taxation policies" and "default exemption or debt relief support caused by the epidemic". The main needs of state-owned enterprises are "accurate support of fiscal and taxation policies" and "accurate support of financial policies". The primary needs of foreign trade and non-foreign trade enterprises are "precise support from fiscal and taxation policies". It can be seen that improving the efficiency of fiscal, taxation and financial support policies is the common need of almost all types of enterprises.

In the analysis of specific fiscal and tax policies and financial policy needs, small and micro enterprises have chosen "very need" or "comparative need" for almost all policies. Among them, the "financial discount", "loan interest rate concessions, interest or penalty interest reduction", "fee reduction policy" and "special financial subsidies" are in great demand. Tax reduction policies accounted for 44.23%, "government financing, special financing channels provided by credit guarantee institutions" and "acceleration of relevant approval procedures" accounted for 42.31%, and "loan extension", which accounted for the lowest proportion, was also selected by 34.62% of enterprises.

At the same time, there are certain differences in the policy needs of different industries. The construction and real estate industries have the highest demand for "precise support of fiscal and taxation policies"; the accommodation and catering industries have the highest demand for "support for enterprises to recruit and stabilize jobs"; the leasing and business service industries, and the transportation, warehousing and postal industries have the highest demand for "precise support of financial policies"; most wholesale and retail industries believe that they most need "default waiver or debt relief support caused by the epidemic"; the manufacturing industry has an urgent need for "government-led industry-enterprise cooperation support". It can be seen that while improving the efficiency of policy implementation, attention should also be paid to the industry specificity of its policies.

5. The Rescue Measures for Small and Micro Enterprises in the "Post-epidemic Period"

(1) Enterprises actively carry out self-rescue measures, and the implementation effect is relatively good

In addition to policy support, small and micro enterprises in Wenzhou actively carried out self-help measures during the epidemic. During the epidemic period, 83.33% of small and micro enterprises took measures to raise materials and try to start work first; 76.19% of enterprises took measures to strive for government policies and financial support; 71.43% of enterprises took the initiative to negotiate payment for goods with suppliers and sellers, orders, debts and other related matters; 70.24% of enterprises negotiated with the lessor to reduce or exempt rent; 69.05% choose to actively try online or other marketing models to solve the inventory backlog; 65.48% of enterprises use online office and online recruitment models to strive for applying loans or deferring repayment from banks and other institutions; 63.1% of enterprises choose to actively seek cooperation with industry leading enterprise platforms, Internet e-commerce platforms, etc.; 58.33% of enterprises choose to negotiate with employees to delay salary payment or adjust part of salary; 45.24% The choice of enterprises is to lay off salaries and staff, reduce production lines, and reduce the scale of operations.

In the above measures, the evaluation of each enterprise is relatively average. During the anti-epidemic period, relatively speaking, enterprises have the highest evaluation of raising materials and striving for returning to work (18.4%), followed by the use of online office and online recruitment (14.4%), and negotiating reductions and exemptions with the lessor Rent (accounting for 12%), proactively negotiating payment with suppliers and sellers, orders, debts (accounting for 11.2%) and other related matters are second.

(2) Expanding the market and enhancing core competitiveness have become the common demands of enterprises in the "post-epidemic period"

In the "post-epidemic period", 66.67% of enterprises proposed that they would actively explore the market and expand market; 33.33% of enterprises proposed to enhance product differentiation and personalization, and to improve the core competitiveness of products; 29.76% of enterprises proposed to enhance R&D capabilities and promote Industrial upgrading; 27.38% of enterprises proposed to try new formats and new models, as well as to reduce the speed of expansion and seek sustainable development; 26.19% of small and micro enterprises proposed to improve the level of modernization, informatization and intelligent management. 22.62% of enterprises proposed to try to develop jointly with other enterprises.

For private enterprises, the focus of their work plan is to actively explore the market, expand market demand; enhance product differentiation and personalization, improve product core competitiveness and enhance research and development capabilities, and promote industrial upgrading. For state-owned enterprises, the focus of its work plan is to actively develop markets and expand market demand; enhance product differentiation and personalization, improve product core competitiveness, reduce expansion speed, and seek sustainable development. For foreign-funded enterprises, its work plan focuses on actively developing markets and expanding market demand; improving R&D capabilities and promoting industrial upgrading; and trying new formats and models. Small and micro enterprises in various industries have also put forward common plans to develop markets and expand market demand. It can be seen that in the "post-epidemic period", developing markets and improving core competitiveness are the common core demands of small and micro enterprises in different industries.

6. Countermeasures and Suggestions

Through investigation and analysis, it is not difficult to find that the overall recovery of small and micro enterprises in Wenzhou is good, and the main recovery difficulty lies in the recovery of market orders and revenue funds. In terms of policy evaluation, small and micro enterprises put forward different evaluations on the applicability, pertinence and timeliness of different policies. In terms of policy needs, enterprises in different industries have both commonalities and differences; in the "post-epidemic period", enterprises have actively rescued themselves and put forward common demands for developing markets and enhancing core competitiveness. In view of this, in order to enhance the support effect of the policy on small and micro enterprises, improve the efficiency of the use of financial funds, provide efficient, accurate, timely and long-term government services for small and micro enterprises, and then propose targeted measures to promote the high-quality development of small and micro enterprises are crucial.

(1) Principles for supporting the development of small and micro enterprises in the "post-epidemic period" policy

First is to rationally position and adhere to the policy orientation of national industrial development. Deepening the reform of the economic system and improving the socialist market economy objectively requires the market to play a decisive role in resource allocation, and government policies are mainly used to make up for market deficiencies. According to this requirement, supporting the development of enterprises should mainly focus on the guiding role of the government in enterprises.

The second is to adhere to the principle of "doing something and not doing something". In accordance with the requirements of modern fiscal and taxation policies and systems, it is necessary to give full play to the role of tax and fee policies, social security reductions and extensions, financial subsidies, special funds and other policies, dare to take responsibility, not be absent, and make achievements; at the same time, it is also necessary to clarify the government boundaries of responsibilities.

The third is to adhere to the principle of doing what we can. The problem of fiscal deficits has been highlighted since the outbreak. While expanding support for small and micro enterprises, due to the heavy task of local finance to ensure people's livelihood and government operation, as well as the increase in government spending in recent years has been relatively concentrated, the growth space of financial funds used to support enterprise development funds has been affected. Therefore, in order to ensure the normal operation of local institutions and investment in people's livelihood, financial support for the development of small and micro enterprises needs to be practical.

Fourth, adhere to the principle of efficiency in the use of financial funds. It is necessary to make overall planning, rational layout, and key breakthroughs. Policy support must be both inclusive and targeted. At the same time, we will innovate the way of spending by policies to support the development of enterprises. On the basis of traditional policies, we will further give play to the guiding role of new financial expenditure methods such as industrial funds, local guarantee and credit systems, and consumer vouchers for small and micro enterprises.

(2) Ideas for the "post-epidemic period" policy to support the enterprises development

In the face of the impact of the epidemic, the government should build a general idea and top-level plan to support small and micro enterprises, and formulate policies to support long-term plans for enterprise development. Establish the idea of "one concept, two models and three major supports", and build a security system to support small and micro enterprises to relieve difficulties and solve problems. One concept is to adhere to the support concept of "all-round, focused and differentiated". On the one hand, the government should build an all-round policy

support system for enterprises from the source of the supply chain to the result. On the other hand, focus on supporting environmentally sensitive, crowded and labor-intensive industries that are greatly affected by the epidemic, and build differentiated support policies; the two models are to innovate the government-supported enterprise model and the public service platform construction model, and innovate the means by which policies support enterprise development and tools, and strengthen the linkage with multiple financial instruments such as credit, guarantee, and bonds; the three major supports mainly refer to the three aspects of people (to help stabilize jobs and employment), material (to provide material support), and finance (to provide financial and taxation financial security) policy guarantee.

(3) Specific measures for the “post-epidemic period” policy to support the development of small and micro enterprises

In the “post-epidemic period”, according to the survey feedback of small and micro enterprises, it is necessary to further improve the support policies for small and micro enterprises, and promote the implementation of the policies in stages.

In the pre-epidemic and mid-stage stages, small and micro enterprises are mainly faced with difficulties such as high fixed costs and logistics difficulties. The implementation of policies should be comprehensive and inclusive, and social security reductions and exemptions, job stabilization, tax reduction and fee reduction, and corporate financing should be promoted. All parties have proposed supporting policies to effectively solve problems for small and micro enterprises during the epidemic. At present, most small and micro enterprises have resumed work normally, which has alleviated the capital flow difficulties caused by the epidemic to a certain extent. Existing policy achievements should be further consolidated and optimized:

First, the government must actively adjust tax and fee policies to promote innovation and effectiveness of policies. It is necessary to innovate financial tools and expand the leverage effect of financial means; at the same time, innovate the way of financial support for enterprises, such as the establishment of industrial support funds, etc., to pursue the maximization of the efficiency of the use of financial funds. Through continuous improvement of the current fiscal, taxation and financial policies, the efficiency of policies will be improved. Second, it is suggested that the provincial government should take the lead to integrate various policies issued by core departments such as finance, taxation, finance, human resources and social security, transportation, and commerce at this stage, so as to form a superposition effect of the policies, and at the same time saving the management costs of small and micro enterprises due to politics. Third, adhere to the principle of efficiency in the use of financial funds, conduct targeted investigations on core industries and private enterprises that have been greatly affected by the epidemic, and ensure the rationality of the later investment and distribution of financial funds.

With the advent of the “post-epidemic period”, the main problem faced by small and micro enterprises has changed from difficulty in resuming work to cash flow pressure caused by continuous operation difficulties and capital shortages caused by reduced market orders and demand. In response to this problem, the introduction of policies should be targeted.

First, the government can make full use of government procurement methods to stimulate and increase market orders of private enterprises in the short term. By improving the inclusiveness of government procurement and the diversification of public service supply, it can encourage more small and micro enterprises to participate in the bidding competition and increase their market. Second, the government should give full play to its guiding role. It can be considered that the government and the industry associations should take the lead to give full play to the information, capital and technological advantages of leading enterprises and key enterprises at all ends of the industrial supply chain. It is recommended to establish a small and micro enterprise rescue or revitalization fund, to carry out targeted relief work for small and micro

enterprises. The Business Model Innovation Research Center of Tsinghua University proposed that the cash flow assistance of enterprises needs to play the role of the government platform and the industrial platform formed by the industrial chain group. It is suggested that government departments actively use the resources of the two platforms in the short term to optimize the management mode of the central and local government special relief funds and support loans, financial support funds and preferential loans[5]. Third, help establish cooperation channels between small and micro enterprises and the information transmission, software and information technology service industries, give full play to the advantages of the digital economy, establish online sales channels, and expand the market demand of small and micro enterprises. Fourth, in addition to exerting efforts on the supply side, the consumer coupon policy should be further improved on the demand side, the scale of consumer coupons should be expanded in a targeted manner, and a scientific consumer coupon access mechanism should be established [4].

Finally, from the perspective of the long-term effectiveness of the policy, a comprehensive and coordinated industrial supply chain risk management and communication mechanism should be established. For enterprises integrated into the global supply chain, the issues involved are not only about resumption of work, taxation, capital, etc., but also logistics, customs, inspection, foreign exchange, taxation, finance, etc. Therefore, it is necessary for local governments and government departments to coordinate policy measures. At the same time, it is necessary to strengthen the reform of government functions, and taking multiple measures in fiscal, taxation and financial policies, accelerating the establishment of local big data government service platforms, and strengthening information services and online support for small and micro enterprises[6].

For small and micro enterprises, first, they must be more proactive in using, striving for, and implementing relevant government support policies and funds, and using policy dividends to effectively make up for the loss of the epidemic and ease their own capital flow pressure. Second, communication should be actively carried out. Actively communicate with property owners and owners to strive for preferential rent; actively communicate with banks and customers, and adopt more flexible and diversified financing methods and order sales models; actively communicate with employees to save corporate costs, eliminate unnecessary markets and projects, and encourage Employees' contribution to the company's research and development, improving the production line, speeding up the transformation of the company, and increasing the added value of the industry. Finally, it is necessary to consolidate the supply chain, work with industry enterprises to open up the supply chain links after resumption of work, and at the same time increase market development to make up for the loss of orders during downtime, and further strengthen research and development, open up new markets, improve product competitiveness, and establish an internal risk warning mechanism for enterprises to alleviate its own market and business risks.

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