

10.18686/memf.v2i1.3843

# Self-empowerment of Small and Medium-sized Enterprises

Xin Wei

Beijing Jiuchen Zhengtuo Hospital Management Co., Ltd Beijing 100144

---

**Abstract:** In the process of development, small and medium-sized enterprises will face a lot of pressure brought by changes in the market environment and industry policy adjustments, and some even have to make major adjustments and transformations. How to stabilize the situation in the face of pressure and change and ensure the normal operation of the company is an objective and realistic problem that small and medium-sized enterprises will encounter.

Through the in-depth analysis of the business situation of enterprises, it can help enterprises find problems, optimize processes, and formulate targeted strategies and measures. The analysis of business data is the most important and direct way to find out their own advantages and disadvantages. Through the analysis of these data, enterprises can understand their own financial status, market sales and resource utilization, etc., on this basis, enterprises can find out the existing problems and bottlenecks.

Through innovation, talent cultivation, cooperation, market development and technology application, smes can enhance their capabilities and competitiveness, adapt to market changes and achieve long-term success. Therefore, small and medium-sized enterprises should actively take actions to continuously pursue opportunities and methods of self-empowerment, and achieve continuous self-empowerment by establishing mechanisms and teams for business analysis.

**Keywords:** Small and medium-sized enterprise; Management development; Data analysis; self-empowerment; Sustainable development

---

## 1. Introduction

### 1.1 Current situation of operation and development of small and medium-sized enterprises

In recent years, smes have played an increasingly important role in the development of the national economy, and they are usually flexible and innovative, able to adapt to market demands and changes more quickly, and promote technological progress and innovation, playing an important role in China's economic transformation and upgrading. And they not only promote the rapid development of the industry, but also ease the employment pressure, promote social stability, and solve the employment problem of the people.

However, we should also face up to the challenges and difficulties faced by small and medium-sized enterprises in their own development process and their own shortcomings. Due to their small scale, weak personnel reserve base, simple business, and weak risk resistance ability, smes often face financing difficulties in the face of increasingly fierce competition in the market environment. Because banks provide relatively little credit support to smes, many smes are difficult to obtain financing, which limits their development and expansion ability. Moreover, many small and medium-sized enterprises also face problems such as irregular management, lack of professional talent and insufficient marketing capacity, which limits their competitiveness and sustainable development.

Of course, we should also be optimistic to see the good aspects of some small and medium-sized enterprises in the development process. For example, small and medium-sized enterprises are usually distributed in relatively underdeveloped areas, which provide impetus for local economic growth and promote the coordinated economic development among regions. With the rapid development of the Internet and e-commerce, smes have also begun to use these technological tools to expand market share and enhance competitiveness, and many smes have achieved online sales and brand promotion through channels such as e-commerce platforms and social media. Industry and regional governments also have a lot of support and training policies for smes to support their financing, innovation and development, launched the growth enterprise board for smes, set up SME development funds and so on.

### 1.2 Problems faced by small and medium-sized enterprises

So, in the context of market competition, how can small and medium-sized enterprises achieve self-sufficiency and hematopoietic ability, while having the ability to serve and contribute to society? It is still necessary for small and medium-sized enterprises to strengthen their own management capabilities, pay attention to business analysis, objectively and rationally assess their own development strengths and weaknesses, so as to make more important contributions to social and economic growth and stable employment. In general, the key indicators of

SME management analysis are as follows:

1) Turnover: Turnover is an important indicator to measure the sales performance of an enterprise. It reflects the enterprise's market share and sales ability. By comparing the turnover of different time periods, it is possible to evaluate the growth trend of the business and the effectiveness of the sales strategy.

2) Profit margin: Profit margin is a measure of corporate profitability. It represents the profit a business makes per unit of sales. By analyzing the profit margin, we can evaluate the cost control ability, pricing strategy and profitability of the enterprise.

3) Cash flow: Cash flow is the net amount of a company's cash income and expenditure. It reflects the capital flow status and solvency of the enterprise. The analysis of cash flow can evaluate the solvency, the stability of business activities and the efficiency of capital operation.

4) Inventory turnover ratio: Inventory turnover ratio measures the turnover speed and operational efficiency of an enterprise's inventory. It represents the ability of a business to convert inventory into sales revenue within a certain period of time. High inventory turnover often indicates that a business can effectively manage inventory, reducing the risk of slow selling and expired inventory.

5) Customer satisfaction: Customer satisfaction is an indicator to measure the quality of an enterprise's products or services. Through surveys and feedback, you can understand how satisfied customers are with your products, services, and overall experience. High customer satisfaction usually indicates that a business is able to meet customer needs and provide quality products and services.

6) Employee satisfaction: Employee satisfaction is a measure of employees' satisfaction with the working environment and treatment. It reflects the level of human resource management and the enthusiasm of employees. High employee satisfaction generally indicates that companies are able to attract and retain good employees, and increase productivity and employee loyalty.

7) Market share: Market share represents the proportion of sales in a given market. By analyzing the market share, we can evaluate the position and competitiveness of the enterprise in the competitive environment. A high market share usually means that a company is able to gain more market share and profits.

8) Innovation ability: Innovation ability is the ability of enterprises to promote technological progress and product improvement. By assessing a company's R&D investment, new product development and intellectual property protection, it is possible to assess a company's innovation potential and competitive advantage.

These indicators are interrelated, and comprehensive analysis can help enterprises understand their own strengths and weaknesses, and formulate corresponding business strategies and improvement measures to enhance their competitiveness and sustainable development ability. To remain competitive and achieve sustainable development, smes need to actively self-empower. Self-empowerment refers to the process by which an enterprise improves its ability and competitiveness through the integration of internal efforts and external resources. This paper will focus on solving problems from the perspective of internal empowerment teams, with specific cases to illustrate.

## 2. Case background

Company is an e-commerce company founded in 2015, with the characteristics of environmental protection and healthy lifestyle, to provide users with healthy and green organic food, sales through B2C and B2B models, the business scope covers Beijing and some first-tier and quasi-first-tier cities in Jiangsu, Zhejiang and Shanghai, the users of the middle and high income groups, maternal and child groups as the main customer groups. The founding team members are all executives of Internet, retail and other related industries, with an average of 20 years of experience, and have experienced various stages of the company's start-up, development, financing and listing. The company is mainly engaged in raw food products, covering fruits, vegetables, chilled and frozen aquatic products, meat, poultry and eggs and processed products, dairy products, rice, flour, grain and oil, staple food products, leisure snacks, low-alcohol alcohol, beverages, condiments, baking products, kitchen utensils and small household appliances, personal care products, etc. The whole process of online platform technology development, commodity breeding and procurement, marketing, user operation, commodity storage and distribution, and customer service in the business chain are completed by the own team.

At present, there are more than 400 employees in C company, including more than 40 B2B sales team members, which are divided into Beijing sales group and East China sales group according to the region. Each group is led by the regional leader and has 20 sales personnel under its jurisdiction. The sales department contributes about 200 million to the company's sales on average every year, and the sales task naturally forms the off-peak season sales rhythm of each quarter with the holiday time of the year. With the increasingly fierce competition in the fresh electricity business industry in recent years, the business development of Company C has been greatly affected, especially the B2C business, the user loss is serious. In order to retain users, Company C uses the price strategy and sacrifices a large part of the sales profit, resulting in the company's overall profit decline close to 0. To this end, Company C held a strategy meeting and analyzed the company's profit structure and the market share of each business line with various business analysis tools and methods, such as SWOT analysis, value chain analysis,

competitor analysis and other methods. Finally, the conclusion was drawn: It is necessary for the existing B2B business to increase its profit margin from the current 15% to 25% while the annual sales increase by 10%, so as to achieve the double growth of sales and sales profit, so as to meet the normal operation of the company and the stability of the B2C business.

In the face of such high performance requirements, the sales team has great opinions and thinks that it is impossible to complete the task, and there is a negative mood in the team. They are more unified in their view:

1) Market competition incentive, customer procurement budget is very limited, it is very difficult to tap the sales increment on the old customers.

2) The salary of sales is not high, and they are not willing to bear greater pressure on sales performance, and the investment is not proportional to the return.

3) New customer development time is long, difficult, can not immediately achieve good results in the short term.

4) Sales plan design requires a lot of product combinations, the existing products are very limited, can not meet the needs of customers.

### **3. Solution idea**

#### **3.1 Comprehensively sort out the current situation of the business and find the crux**

In order to break this deadlock and find the entry point for performance growth, the person in charge of the company's human resources department, Sales Department, finance Department and commodity Department formed a business analysis team to conduct an in-depth analysis of B2B business from multiple aspects such as commodity structure, team training, salary incentive and cash flow management, and summarized the following questions:

1) The existing sales have insufficient motivation to develop new customers, and most of the sales revenue relies on "living on old capital", lacking the ability to analyze customer needs, and the sales performance is difficult to grow.

2) The sales commission plan is too simple, only linked to sales performance, without considering sales profit, payment cycle and other factors, sales staff often reduce the price and extend the payment period in order to complete the task.

3) The number of sales tasks is not directly related to sales income, and the basic salary of sales is determined only by the salary negotiation on entry, and can not be withdrawn for more work.

4) The sales staff lack understanding of commodity knowledge, the sales plan design is too simple and not fresh, and the profit consciousness of the sales plan is weak.

5) Sales payback period is long, affecting the company's book cash flow.

It seems that it is crucial to undertake the enterprise strategy and comprehensively adjust and empower the status quo of the enterprise sales team. The enabling strategy aims to improve the capabilities and efficiency of the sales team so that it can better respond to market challenges and achieve sales targets.

#### **3.2 Adopt an effective sales team empowerment strategy**

##### **3.2.1 Establish clear task objectives, unify thinking and clear direction.**

To do business management, especially the management of the sales team, we all know that the goal should be written on the steel plate, and the method can be written on the beach. Sales teams need to have a clear idea of what their goals are and how to measure their success. Clear goals help the sales team focus on achieving results and motivate them to work hard.

After the company's strategic goals were determined, the human resources department of C company made a strategic presentation on the organization of the sales team. Organized the sales team from Beijing and East China to gather at the company headquarters, and invited the company's CEO and sales person as the keynote speaker. The presentation will unify the idea, provide methods, answer questions, and solve problems quickly as the main line, the importance of the B2B sales team to the company, the current problems, and the support that the company will give are openly and openly propagandised, and reached a consensus from the ideological understanding.

After comprehensive consideration of various factors such as customer structure in various regions and sales staff qualifications, the department's sales tasks were reasonably dismantled to give each sales staff achievable, evaluable and incentivized sales goals.

##### **3.2.2 Regular training can improve the knowledge and skill level of the sales team**

Regular training can improve the knowledge and skill level of the sales team. Training content can include product knowledge, sales skills, market trends, etc. At the same time, training should be systematic to ensure that the sales team learns and grows. In order to solve the problem of single product widely believed by the sales team, we organized the person in charge of the commodity department to develop customized training courses. We developed a series of courses based on the themes of product combination scheme, commodity profit control and new product development process that are more practical for the sales team, combined with the characteristics of the company's existing

products and the characteristics of the original sales plan.

Through the development and training of this course, the sales team has more new ideas and creativity for the combination of goods, and has formed many new programs such as cross-category combination, quantity differentiation combination, cross-season combination. The control of commodity profit has also been upgraded from a single understanding of selling price - purchase price to include multiple influencing factors such as loss cost, packaging cost, warehousing and logistics cost, and seasonal spread cost. Very good to strengthen the sense of profit, the impact of all aspects of profit have a very clear understanding. Also from the process management, so that the sales staff to achieve the goal of each link has a complete and clear concept.

Skills	Customer demand analysis
	Last five minutes of signing practice
	Key account negotiation skills
	Sales staff etiquette
	New clients visit 6 disciplines
knowledge	Bidding 50 questions
	Refrigeration Refrigerated goods storage and transportation should be known
	Commodity packaging design and function introduction
	Characteristics of goods shipped at the place of origin
	Order cost structure analysis
	Customer complaint classification and solution
	BI system function and operation method

Figure 1

### 3.2.3 Provide effective sales tools and methods, and do a good job in process management

Providing the sales team with effective sales tools can improve its work efficiency and sales effect. These tools can include CRM systems, sales automation software, data analysis tools, and more to help sales teams better manage customers, follow up on sales opportunities, and analyze sales data. The management and motivation of the sales team should be real-time, which can be adjusted and corrected in a timely manner in the process, and the results should not only be assessed at the end of the cycle, but should be maximized in the process to lay a good foundation for achieving the sales target.

We have determined that the goal of the sales team is to increase both sales and profit margins, so what has an impact on sales and profit margins? To answer this question, you need to repeat a sale from the beginning to the end.

First of all, in the customer development link, the existing sales are given a certain business entertainment budget, sales can communicate with customers within their own budget to express sales sincerity. So which expenses have been effectively converted by customers, and which are ineffective expenses? Can the profit generated by the customer's order cover the business entertainment expenses? How much does it cost the average customer to place an order? Is the current sales budget reasonable? Through the system, we record the destination of business entertainment expenses and associate them with customers who place orders. The system can automatically generate data reports for us, answer the previous questions, and display the progress of the use of expense budgets and the achievement of sales targets in real time. This can effectively avoid the sales for the same customer to invest too much business entertainment expenses and unable to produce performance, so as to timely stop losses and continue to open new customers.

Second, in the process of specifying sales plans for customers. The existing sales plan, mainly to meet the user's purchase budget and demand, did not consider the existing commodity structure and characteristics, resulting in a lot of unnecessary costs. Let's take a specific example: the customer needs a combination of mooncakes and seafood as an employee benefit to be issued in the Mid-Autumn Festival, the original sales plan only finds the corresponding products in the existing product categories for users to choose, and often the final plan will cause a lot of unexpected costs in the performance of the contract. For example, in order to pack the irregular mooncake gift box and seafood gift box in a package, you can only choose a larger carton, and fill it with a lot of buffer materials to prevent the gift box from being damaged in transit. For example, the shelf life of mooncakes is 1 month, and the shelf life of seafood is 3 days. In order to ensure that seafood products are delivered to users within the validity period, air transportation is used to distribute them. For example, mooncakes are seasonal goods and should be delivered before the Mid-Autumn Festival. Seafood is also a seasonal commodity, but before the Mid-Autumn Festival production is low, so the price is relatively high, in order to meet the delivery time of mooncakes, have to use a higher price to purchase seafood products. All these conditions will lead to the increase of selling cost and the decrease of profit. If the sales can have a timely and intuitive understanding of the extra cost, they can make modifications before the proposal is submitted and find a better collocation and combination, rather than knowing the profit data after the sales fulfill the contract. For example, replace chilled seafood with seafood products with a longer shelf life to reduce distribution costs, or choose gift box products with more regular shapes to reduce the cost of packaging fillings, or choose to distribute products in batches, choose to perform the contract in the high season of seafood production, and reduce the cost of procurement.

Third, after the fulfillment of the order, sometimes there will be some customer complaints. Some of these complaints are about goods, some are about delivery services, and solving these problems usually requires a return or exchange, which can also lead to an increase in costs and eat into the profits of the order. If the sales team opens the relevant rights of customer service data, it can understand the situation of customer complaints in advance, and also avoid similar problems in the process of order performance. For example, choose products with good customer reputation to reduce customer complaints, choose flexible distribution services to reduce customer complaints and so on.

### **3.2.4 Establish effective communication channels**

Good internal communication is critical to the empowerment of the sales team. Enterprises should establish effective communication channels to ensure that information flows smoothly between the sales team and other departments, and to convey important information and feedback in a timely manner.

In order to help realize the efficient transmission of information, the Human Resources Department not only arranges the sales department to participate in the regular sales meeting, but also invites the representatives of the purchasing department, storage department, logistics department, finance department, customer service Department and other relevant departments to participate. In the process of regular meeting, on-site office links are added. For problems that need to be solved through cross-departmental coordination, representatives of relevant departments are invited to put forward solutions in time. For problems that cannot be solved on-site, completion plans and feedback time are also required. At the same time, for new product information, warehousing and distribution rules, customer complaints and other content that needs to be synchronized to the sales team, information sharing is also completed at the regular meeting. The Financial department will also summarize the sales and sales profit and other performance data in time and share them at the regular meeting. Give full play to the role of the sales meeting, upgrade the internal business meeting to the business meeting of multi-department coordination, achieve smooth information and improve office efficiency.

### **3.2.5 Encourage innovation and learning:**

The sales environment is constantly changing, and companies need to encourage their sales teams to innovate and learn. Sales teams should be encouraged to come up with new sales strategies and approaches, and to learn from failures and successes.

The sales team will come into contact with a lot of customers every day, they belong to different industries and regions, and the needs of customers will naturally be different. Some customers in the industry field is relatively new, often have more novel procurement needs, for the sales team, it is also an opportunity to open up ideas. To provide services for such customers, it is often necessary to promote the company's internal procurement department to introduce new products, the design department to complete more personalized innovative design style and fresh packaging materials, and the logistics distribution department also needs to provide more experienced delivery services. To provide customers with sales solutions, not only to sell products, but also to include pre - and post-sale services. The introduction of the use of products, the guidance of lifestyle, and the publicity of the company's philosophy are also important means to attract customers and improve customer stickiness. To serve different customers and develop different service forms and contents is also a very good way for various departments within the company to cooperate and polish service quality.

### **3.2.6 Set incentive mechanism:**

The incentive mechanism can stimulate the enthusiasm and motivation of the sales team. Companies can develop incentive plans, set reward systems, and ensure that rewards are related to sales performance. This will motivate the sales team to work harder and strive for superior sales performance.

This idea has been used well in the sales-heavy insurance industry. According to the different sales cycle, there are weekly rankings, monthly rankings, quarterly rankings, etc. According to different product types, there are new product ranking, main product ranking, limited time product ranking, etc. According to the status of marketing staff, there are new ranking, old with new ranking, team ranking and so on; According to the annual sales contribution, there are cumulative sales ranking, incremental ranking, sales number ranking, etc.; According to the difference of customer structure, there are old customer contribution ranking, new customer contribution ranking, recommended customer ranking and so on. This series of rankings correspond to different proportions of different amounts of rewards, including cash rewards, job promotion rewards, study travel rewards, and so on. The core of these various incentives is to encourage insurance marketers to seize every sales opportunity, and all sales achievements will be recognized.

After giving the sales team more tools and internal support, there also needs to be more direct incentives for the sales team. The insurance industry's diversified and detailed sales incentive ideas can also be used for reference, combined with the existing sales team's task objectives, to give the method to improve sales performance, but also give supporting incentive means. How to make the specified incentive program more effective and more able to mobilize the enthusiasm of the sales team, or to start with the analysis of business data to find the

answer.

i. The current sales cycle generally takes more than 3 months to collect the payment, and the large amount of funds occupied causes the company's book cash flow shortage, which is not conducive to the incubation and support of new business;

ii. Customer structure is aging, old customers are affected by the industry situation, the budget gradually shrinks, the annual purchase volume declines, the proportion of new customers is low, and the order amount of new customers is small

iii. The approval of order discounts is relatively arbitrary, the profit control is poor, some orders even appear losses, and the average profit margin of sales orders is 12%

iv. The sales product structure is diversified, the sales difficulty and profit rate are different, but the sales personnel commission plan is relatively simple and not detailed enough. Also according to the sales amount of commissions, sales staff are more willing to choose low profits, the price of competitive goods in the market.

v. The turnover of sales staff is very low, and there are no corresponding penalties for substandard performance, which is not conducive to stimulating team vitality, and it is necessary to enter the competition mechanism to mobilize the enthusiasm of sales staff.

Description	Specific standard
Royalty terms	Sales target achievement rate $\geq 60\%$ , 100% of the commission
	Sales target achievement rate $< 60\%$ , commission will not be issued
Percentage of commissions	Order value 3%
Supplementary reward and punishment	Can not be paid on time, cancel the next quarter business entertainment budget

Figure 2

On the basis of the original sales team commission plan, combined with the company's strategic needs and the actual situation of the sales team, a new sales team salary incentive policy has been formulated, which has been comprehensively optimized and improved from the aspects of basic salary, incentive conditions, incentive intensity and incentive types. Its ideas revolve around reducing the company's operating costs, improving sales performance, and effectively motivating the team from several angles.

It is hoped that sales personnel with strong sales ability and more customer resources can be motivated to complete more sales tasks, and at the same time, the value can be directly reflected in the personal income level of sales personnel. Correspondingly, sales personnel with weak sales ability and mediocre performance should also be distinguished. In addition to reducing the basic labor cost input for this part of sales personnel, sales incentives should be appropriately reduced to encourage them to work harder to improve their sales performance.

For the cost of capital, according to the characteristics of B2B business, a reasonable sales collection cycle can be approved, which can clearly distinguish the cost of capital for each order. Prepayment orders have a positive contribution to the company's cash flow, whereas orders that cannot be paid for a long time have a negative impact on the company's cash flow. Prepayment orders should be encouraged, and the cost of capital caused by too long payment collection cycle should be effectively reduced.

In the study of management, summed up a law: excellent people are always better at seizing opportunities, in the book "Murphy's Law" described in detail this effect, called "Matthew effect", simple explanation is: the strong stronger, the weak weaker. In the process of business operation, resources are always limited, we should put more high-quality resources and more costs into excellent sales personnel, so that they can play a greater value. Therefore, for sales personnel with different performance completion rates, the amount of business finding expenses and the proportion of commissions should also be different.

The proportion of commissions is directly related to the company's cost of sales and sales personnel's income, so it is a process that

Description	Specific standard	Description
Basic pay	Premium sales 8000 yuan	It is adjusted every quarter according to the completion of the sales task, and the sales staff whose sales task achievement rate is less than 80% will be reduced to one level of basic salary
	Intermediate sales 7000 yuan	
	Primary sales 5000 yuan	
Royalty terms	Sales task achievement rate $\geq 80\%$ , 100% of the commission	On the premise of 100% return of sales orders, there is no return and no commission
	$70\% \leq$ Sales task achievement rate $< 80\%$ , 90% of the commission	
	$60\% \leq$ Sales task achievement rate $< 70\%$ , 80% of the commission	
Percentage of commissions	Sales target achievement rate $< 60\%$ , commission will not be issued	The sales amount shall be subject to the contract amount, and the profit amount shall be subject to the quarterly financial
	Top up the card coupon commission 3% of sales	
Supplementary reward and punishment	The amount of profit derived from physical goods is 18%	It can be supplemented quarterly with the completion of sales performance and market changes
	New customer first order bonus sales amount of 1%	
	Customer's annual cumulative purchase amount is greater than 5 million, additional bonus 0.1%	
	Advance payment of the order is rewarded with 1% of the order amount	
	If the payment period is more than 2 months, the commission will be reduced by 1% of the order amount	

Figure 3

needs to find a balance through repeated calculation. Under the joint efforts of the business analysis team, the sales model of B2B business was analyzed and calculated from multiple angles such as commodity cost, packaging cost, logistics cost, marketing cost and loss cost. Finally, the commission ratio that can meet the company's profit requirements and can motivate the sales staff was obtained.

For products with different profit margins, the degree of difficulty to sell is naturally different. Then the proportion of sales staff should also be different, in order to truly reflect the incentive principle of overwork, the greater the contribution, the greater the benefit. Therefore, for the sale of different types of products, different royalty strategies have been developed, which are more targeted and can better reflect the value of the sales team.

Based on the above points, the specific compensation incentive plan after adjustment is as follows:

### **3.2.7 Care for the health, welfare and honor of the sales team**

While encouraging the sales team to actively complete the performance, as company managers and human resources workers, they should also be very clear that sales work is often under great pressure. The company should pay attention to the health and welfare of the sales team, provide appropriate working environment and support, and help the sales team to maintain a good psychological state and work motivation.

On the basis of the annual physical examination and holiday condolences and benefits of the company's employees, in addition to the communication of the work situation in the regular meeting of the sales department, the coordination of various departments to deal with matters, but also increased the link of instant incentive. For the new development of customers' sales staff, signed a large order of sales staff and other good performance timely way trophies and awards, for the birthday sales staff customized birthday cake and greeting cards. Near the end of the sales season, we will also organize the sales team to build a tour group, to give everyone a space to relax and adjust the pace of work and life. The CEO of the company personally wrote a thank-you letter to the family of the outstanding sales staff, thanking them for their support; Also for the outstanding employees, secretly filmed personal work propaganda video, in the company's annual staff meeting to play and award;

In the sales staff to complete the communication link, also made the corresponding support. Business cards, employee cards, notebooks, etc. were re-made for the sales team, and the contributions and honors of the sales staff were marked, and the encouragement message of the CEO was added to the electronic signature of the email. Such an image packaging, for the sales staff when visiting customers, for a good first impression, but also conducive to combing the confidence of the sales staff.

### **3.2.8 Establish a learning organization**

The empowerment of the sales team is a continuous process, with one adjustment and optimization, which can only solve part of the problems in stages. With the growth of the team, changes in the market competition environment, and adjustment of the company's business strategy, the sales team also needs to continue to improve. Business managers should not be immersed in the results of adjustment and optimization, but should clearly recognize that only by committing to building a learning organization, through sharing knowledge, learning experience and continuous improvement, sales teams can continuously improve their capabilities and performance to meet the company's strategic goals.

Then, regular learning and sharing should be a regular part of sales team building. According to the sales rhythm of the off-peak season, choose the review link after the peak season, organize everyone to summarize and refine the sales experience, analyze and judge the new products and competitors on the market, and review the problems encountered in the process of sales and service. Each sales encountered problems are not the same, integration is the company's B2B business encountered problems, we share the process is also a process of learning from each other, the experience of others to learn to become their own experience, their own problems out of the solution of others. Through continuous information exchange and experience sharing, we can quickly improve the actual combat ability of the sales team and lay a good foundation for the arrival of the next sales season. The content shared each time will precipitate and form intangible assets of the sales team, which can be used as case materials in the future new training and performance optimization and improvement training.

To sum up, the key to the sales team empowerment strategy is to clarify goals, provide training and tools, encourage team cooperation and innovation, establish good communication and incentive mechanism, and continue to pay attention to the health, welfare and honor of the team, and establish an efficient learning organization. Through effective empowerment strategy, enterprises can improve the performance of the sales team, achieve business growth and competitive advantage.

## **4. Continuous monitoring and feedback**

After a series of adjustments and optimizations, the company should continuously monitor the performance of the sales team and provide timely feedback. Help sales team identify problems, improvement gaps, and potential opportunities through regular performance reviews and individual coaching. Three months later, the business analysis team once again conducted comprehensive statistics and analysis on the

performance data of the B2B business, and was surprised to find no small changes.

After three months of joint efforts of multiple departments, the B2B business increased the number of new customers more than the sum of the whole year of last year, sales performance increased by 8%, sales profit margin reached 30%, the proportion of prepaid customers increased, and the business as a whole achieved a comprehensive good situation. Digging into the process of achieving these results reveals a lot that has not been seen in B2B departments before:

#### **4.1 Take the initiative to communicate across departments**

After understanding the needs of customers, the sales staff takes the initiative to find the purchasing department by inquiring the commodity inventory of the BI system, fully understanding the commodity turnover, and jointly designing and matching the sales portfolio for customers. In response to the customer's demand for seasonal fruits and special snacks, we chose oranges with a long shelf life among seasonal fruits, and selected Job's tears powder with a large inventory and poor turnover rate among special snacks for snack products. In addition, we asked the design department to customize the marketing package of "Orange Heart and Orange Coix".

Both goods stored at room temperature can also effectively control distribution costs in the process of logistics transportation.

Through the coordination and cooperation of such multi-departments, the unique fresh commodity portfolio also gained great points in the bidding, and the sales orders were greatly improved in terms of personalization, cost control, customer satisfaction, etc., and finally achieved a win-win situation of customer satisfaction, company performance growth, and sales staff income increase.

#### **4.2 Pay close attention to BI system performance data**

After opening a more comprehensive BI system data authority for the sales team, the sales staff has a very timely and comprehensive understanding of their own performance, especially in the peak season, the sales staff has more time and energy to visit customers, design a richer product portfolio for customers, rather than in the company's own sales data to fill in the sales report. Really let the sales staff to do the sales things, let the non-sales things to the system to complete.

The functional design of BI system not only has the performance data of individual sales, but also the ranking of the entire sales team. The signing of each sales order will bring about changes in the sales ranking, creating a competitive scope within the sales team, and the proactive awareness of the sales staff has been significantly enhanced. BI system also has price, profit estimation and other functions, the design of each single sales program can intuitively show whether it meets the requirements of the company's sales policy, can be directly accumulated to the sales staff's performance completion amount, and can also achieve the calculation of sales staff's commission. Direct data presentation also greatly stimulates the nerves of sales staff, full of work motivation.

#### **4.3 Design novel sales schemes**

Because the compensation incentive policy of the sales team is open and transparent, the sales revenue is directly linked to the performance, so if the sales want to achieve better income, they must find the revenue point from the commission plan. In addition to the traditional sales and profit, cash flow, as a very important indicator of the company's operation, is also related to the sales commission plan. Whether the customer can shorten the payment cycle or pay the order in advance is directly related to whether the sales staff can get more commissions, so the sales staff often try to get the customer to pay in advance.

In the process of communication between a sales staff and the customer, the customer has room to negotiate the conditions of the payment cycle, in fact, from the customer's point of view, the advance payment for the customer's own cash flow is tight. So how do you convince customers to pay up front? The sales staff made a balance between the two perspectives of the company and the customer, and took half of the 1% commission of their advance payment as a discount to the customer, and finally realized the customer's advance payment. Such flexible sales plan design not only effectively reduces the customer's procurement cost, the company's cash flow is positive, but also realizes the increase of their own commission income.

In the review process of the business analysis team, we found many similar cases, all of which were changes after the implementation of the enabling strategy for the sales team, which basically reached the expectations and realized the overall growth of the B2B business, which well supported the realization of the company's strategic goals. The cash flow and profit created are a good guarantee for the development of B2C business and other businesses, and ensure the steady development of the company's overall operation.

This is a process that needs long-term monitoring and continuous adjustment. In management, only by following the law of "finding problems - formulating policies - monitoring effects - rediscovering problems" can enterprises enter the track of spiral and benign development in the process of repeating the cycle.

## **5. Review**

In the process of development, small and medium-sized enterprises will face a lot of pressure brought by changes in the market environ-



ment and industry policy adjustments, and some even have to make major adjustments and transformations. How to stabilize the situation in the face of pressure and change and ensure the normal operation of the company is an objective and realistic problem that small and medium-sized enterprises will encounter.

Through the in-depth analysis of the business situation of enterprises, it can help enterprises find problems, optimize processes, and formulate targeted strategies and measures. The analysis of business data is the most important and direct way to find out their own advantages and disadvantages. This includes financial data, sales data, cost data, inventory data, etc. Through the analysis of these data, enterprises can understand their own financial status, market sales and resource utilization, etc., on this basis, enterprises can find out the existing problems and bottlenecks.

Finding the problem is the first step, and more importantly, how to solve it. Through SWOT analysis, value chain analysis, competitor analysis and other methods, smes can find opportunities and paths for self-empowerment. Through data analytics and business intelligence tools, companies can monitor business metrics in real time and optimize operations and management.

In addition to striving for more favorable industry policies, the introduction of high-end talents and other external ways, to dig deep inside to benefit is also a very important way for small and medium-sized enterprises to operate and develop. By changing the management model, establishing a more effective communication incentive mechanism, introducing more digital intelligent office systems, and encouraging internal learning and sharing, the internal team can be activated and play a greater role. For example, small and medium-sized enterprises can increase investment in innovation and research and development to improve the quality and added value of products or services. Through continuous innovation and research and development, companies can better meet customer needs while opening up new market opportunities. For example, small and medium-sized enterprises should focus on cultivating and attracting excellent talents. By training and developing the skills of existing employees, businesses can increase employee productivity and satisfaction. At the same time, attracting high-quality new employees to join the enterprise can inject fresh thinking and innovative power into the enterprise. For example, small and medium-sized enterprises can actively apply advanced technologies and undertake digital transformation. For example, using the Internet and e-commerce platforms to expand sales channels; Adopt intelligent manufacturing technology to improve production efficiency; Use big data analytics and artificial intelligence to improve business decision-making. This part has been elaborated in more detail in the aforementioned cases.

It can also tap the potential horizontally and broaden the resources. For example, small and medium-sized enterprises can actively establish partnerships with other enterprises to jointly carry out business activities. By building close relationships with suppliers, distributors, partners, etc., smes can share resources, reduce costs, and expand market share. For example, small and medium-sized enterprises need to actively explore new markets and develop effective marketing strategies. By understanding market demand, paying attention to competitors and constantly improving marketing methods, enterprises can improve brand awareness and market share. This part will not be elaborated in this paper.

In short, smes' self-empowerment is the key to achieving sustainable development. Through innovation, talent cultivation, cooperation, market development and technology application, smes can enhance their capabilities and competitiveness, adapt to market changes and achieve long-term success. Therefore, small and medium-sized enterprises should actively take actions to continuously pursue opportunities and methods of self-empowerment, and achieve continuous self-empowerment by establishing mechanisms and teams for business analysis.