

Study on the Development Countermeasures of Enterprise Strategic Alliance of Agricultural Industrialization in Heilongjiang Province of China

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Abstract—The enterprise strategic alliance of agricultural industrialization in Heilongjiang Province has not been established for a long time and is in the initial stage. Influenced by many factors, the development of the strategic alliance is not stable. On the basis of analyzing the current situation and existing problems of the strategic alliance of agricultural industrialization in Heilongjiang Province, the paper puts forward the corresponding countermeasures to ensure the healthy development of the alliance, including establishing the alliance partner selection mechanism, selecting the appropriate type of strategic alliance, strengthening cross-cultural learning and communication, setting up a detailed system of contract, improve the adaptability of the external environment, and creating the efficient communication and trust mechanism.

Keywords—Agricultural industrialization; Enterprise strategic alliance; Alliance stability; Heilongjiang Province

I. INTRODUCTION

The agricultural industrialization enterprise refers to taking the processing or circulation of agricultural products as the main business, and making the production, processing, sales and other links of agricultural products promote each other and combine organically through various interest connection mechanisms. Strategic alliance is formed by two or more enterprises with peer-to-peer operational strength, in order to achieve the strategic objectives of sharing market and resources, which is a loose organization with complementary advantages, shared risks and mutual flow of elements through contracts. As we know, the flexibility of agriculture determines that the strategic alliance of agricultural industrialization enterprises is spontaneous and non-mandatory, which has many advantages, such as improving the operation speed of enterprises, strengthening technical exchanges, reducing excessive competition and so on. But at the same time, flexibility also puts the stability of strategic alliances at risk. The failure and termination rate of global enterprise strategic alliances is as high as 30%~50%. According to the research report of McKinsey Consulting Company, since the 1980s, only 40% of more than 800 enterprises surveyed have maintained their alliance for more

than four years, while only 14% of the enterprises over 10 years.

Heilongjiang Province has excellent agricultural natural resources, but the economic development is relatively lagging behind, and the strategic alliance of agricultural industrialization enterprises is still in the initial stage. Even the leading enterprises in Heilongjiang Province, such as Beidahuang Co., Ltd. and Wandashan Dairy Co., Ltd., do not have all the resources needed for competition. Therefore, the operation mode is bound to move towards the strategic alliance of competition and cooperation. Under the loose organizational structure, if the member enterprises are lack of restriction and control, they will not perform their duties and betray the alliance. Flexibility will cause instability factors to threaten the competitiveness of the alliance and affect the common development of agricultural industrialization enterprises in Heilongjiang Province. In view of the stability factors of enterprise strategic alliance, scholars at home and abroad have carried out a lot of research from different angles, but still lack the systematic guidance for agricultural industrialization enterprises. Based on the existing achievements, according to the characteristics of the strategic alliance of agricultural industrialization enterprises in Heilongjiang Province, it is of practical significance to study and put forward the development countermeasures of the strategic alliance of agricultural industrialization enterprises for promoting the intensive development of modern agriculture in Heilongjiang Province.

II. CURRENT SITUATION OF ENTERPRISE STRATEGIC ALLIANCE OF AGRICULTURAL INDUSTRIALIZATION IN HEILONGJIANG PROVINCE

A. Lack of Financial Support for Strategic Alliance

From the current situation, the government, universities and other enterprises in Heilongjiang province do not pay enough attention to and support the fund needs of the alliance, which makes the establishment and development of the alliance have many limitations. The scale of alliance cooperation is not large enough, there are not enough cooperation projects, and the development prospect is not very

This research was supported by the Basic Scientific Research Business Fee Project of Provincial Undergraduate Universities of Harbin Finance University in 2018 (2018-KYYWF-001).

clear. These become the bottleneck of restricting the development of the alliance, which makes the overall development of the alliance lack of power. The same problem exists in Heilongjiang agricultural industry alliance, which is mainly reflected in the risk of capital flow breaking and the limited investment channels. The financing ability of small and medium-sized enterprises in the agricultural industrialization alliance is relatively limited, so it is difficult to allocate sufficient R & D funds from the overall funds of enterprises, and there is a certain lack of project resources.

B. Over-simplification of Strategic Alliance Type

According to the competition and cooperation relationship of alliance members from strong to weak, strategic alliance can be divided into four types: cooperation competition type, cooperation type, competition type and loose type. Among them, the loose type means that the competition and cooperation between enterprises are relatively weak. It takes one enterprise as the center, and other enterprises spread out in a network structure, forming a dependency relationship with the center enterprise, providing corresponding services and products, while the center enterprise provides financial and technical assistance to other dependent enterprises. They have loose cooperation and dependence relationships, limited sharing degree of resources and technologies, lack of strict and effective agreements with each other, and have limited cooperation and competition. The enterprises presenting this relationship are generally the enterprises carrying out standardized production, not the competition relationship, but the loose cooperation community. The enterprises that present this kind of relationship are generally the enterprises that carry out standardized production. They are not competitive relations, but loose cooperative communities.

The strategic alliance of agricultural industrialization in Heilongjiang province basically belongs to the loose alliance, which often has no independent legal person status. The alliance center uses the alliance to organize fewer activities, the prestige of the alliance is not easy to play, and the recognition and influence of the alliance industry are relatively weak. The over-simplification of alliance type makes it difficult for alliance members to gain benefits or fame in the alliance, which directly affects the stable development of the alliance.

C. The friction of Corporate Culture in Strategic Alliance

The corporate culture of modern commerce embodies its core characteristics. The cultural heterogeneity among enterprises of agricultural industry alliance is relatively large, which makes the cooperation between them not smooth to some extent. After the alliance of agricultural enterprises, the demand for cultural integration of each other is very obvious. Cultural communication and understanding play an important role in promoting the good cooperation mechanism among enterprises. They respect each other and cooperate in production and sales under the same values and thinking mode, which also plays an important role in exploring the common culture and achieving sound cooperation between each other. At the same time, the understanding of cultural differences among the alliance members plays a fundamental role in

cultural communication. The pursuit of win-win results in mutual understanding can effectively promote the common interest, which is an important guarantee of mutual assistance, as well as a foundation for the long-term cooperation of multiple parties. Therefore, internal cultural coordination will directly affect the stable development of the strategic alliance of agricultural enterprises.

D. Unequal Distribution of the Benefits in Strategic Alliance

The original intention of the strategic alliance of agricultural enterprises is to realize each other's complementary advantages, mutual integration and learning, and to maximize the market benefits in the integration and learning, and its profitability is the ultimate goal of mutual cooperation. However, if there is an imperfect distribution mechanism, it will lead to the loss of the benefits of some alliance members, the conflict between enterprises will have a negative effect on the agricultural industry alliance. At the same time, if the gap between the reality and the expectation of alliance members is too large, and the difference continues to occur, the enterprises in the alliance will have doubts about the value of the alliance, which will affect the stability of the alliance. Even more, some enterprises that doubt the value of the alliance are likely to end the alliance relationship through negative means, which will affect the healthy operation of the alliance, and also affect the enthusiasm of other members for the alliance, and become an unstable factor in the operation process of the alliance, and finally hinder the healthy and reasonable development of the whole alliance.

E. Imperfect Management Mechanism of Strategic Alliance

The strategic alliance of agricultural industrialization in Heilongjiang Province has existed for a short time, and its internal structure is relatively loose, which lacks a set of the standardized management system. There is no strict subordination within the alliance, no binding force on its members, and some work cannot be coordinated by its members. Alliance members are only able to work together to complete a series of tasks when the project exists, and when the project is completed, the alliance members return to their separate status. Because of the lack of a strict management mechanism, the alliance will also be restricted in its work member. In the actual investigation process, we found that when some member enterprises in the alliance develop new products, new technologies or carry out technological innovation, due to the imperfect management mechanism, the degree of cooperation among members is not high. In the process of industrial-technological innovation, the alliance members mainly rely on their own strength, and the strength of multi-party cooperation is insufficient. The investigation shows that the strategic alliance of agricultural industrialization in Heilongjiang province does not exert the joint efforts of production, study and research, which leads to some factors that are not conducive to the coordinated development of the alliance, and hinder the effective operation and stable development of the alliance.

F. Lack of Centripetal Force in Strategic Alliance

The members of the strategic alliance of agricultural industrialization in Heilongjiang Province lack the centripetal force, which has become an important factor affecting the rapid development of the alliance. The centripetal force of alliance members is a key supporting point of whether the alliance can achieve its goals. In the case of low income of the strategic alliance, it is not possible to improve the enthusiasm, satisfaction and loyalty of alliance members by means of incentives, but only by means of centripetal force to make alliance members contribute to the alliance. The lack of centripetal force in the strategic alliance will inevitably reduce the loyalty of members, restrict the implementation of alliance projects, and lead to instability or even failure of the strategic alliance. Therefore, a successful strategic alliance has a strong centripetal force without exception.

III. COUNTERMEASURES FOR PROMOTING THE DEVELOPMENT OF ENTERPRISE STRATEGIC ALLIANCE OF AGRICULTURAL INDUSTRIALIZATION IN HEILONGJIANG PROVINCE

A. Establishing the Partner Selection Mechanism of Strategic Alliance

In the process of establishing the strategic alliance of agricultural industrialization in Heilongjiang Province, it is necessary to ensure the reasonable operation of the selection mechanism within the alliance and to ensure that the enterprises within the alliance can find the corresponding targeted partners. At the same time, it is necessary to ensure that the alliance partners can reach a good cooperation mechanism and have a considerable degree of compatibility with each other, which is fundamental to the realization of the strategic alliance of agricultural industrialization and will also have an impact on the long-term development of the alliance. When the alliance partner selection mechanism is running, alliance members should not rely on the alliance too much, do not hope to make up for their own shortcomings completely through the alliance, and do not enter the alliance because of their own many shortcomings, which will put the enterprise itself in a passive position, and is not conducive to the rapid development of the enterprise. The role of strategic alliance is to promote the cooperation and sharing of advantageous resources and advanced technologies among enterprises and to serve as a platform for mutual learning and exchange among partners. Only when members cooperate in advance and retreat, and achieve win-win results, can we promote the establishment and maintenance of the good cooperative relationship of strategic alliance. When selecting partners, enterprises should take into account the development stage of partners and previous cooperation experience to prevent unilateral technology output. At the same time, it is also necessary to fully consider the corporate culture of both sides. In the case of the integration of mutual cultures, alliance partners can establish a positive mechanism for cooperation and interaction to promote mutual understanding. Achieving win-win results in understanding, reducing cultural conflicts among each other and promoting greater trust among members are very important for promoting the stability of the alliance and playing an overall competitive advantage in the market.

B. Selecting the Appropriate Type of Strategic Alliance

The government is the builder of the market environment of the strategic alliance. As the main body of the strategic alliance, the enterprise has the leading force and is the direct promoter and beneficiary of the establishment and improvement of the alliance. Universities and relevant scientific research institutions play an important role in promoting the innovation of the strategic alliance. According to the different roles of the various parties in the alliance and the different functions, the alliance can be divided into four types: enterprise-led, scientific research institution-led, industry association-led and government-driven. on the basis of the different types of the alliance, the legal status of each alliance member is different from each other, and they bear different risks. Choosing the appropriate alliance type is an important aspect of the success of strategic alliance. Agricultural enterprises should predict their future development trend according to the alliance type, and improve the relevant emergency mechanism for possible problems. When the type of strategic alliance is reasonable and the overall risk resistance ability of the alliance enterprise is improved, the alliance enterprise can be promoted to succeed continuously in the complex and changeable market economy environment, realize complementary advantages and promote mutual win-win in the competition.

C. Strengthening Cross-cultural Communication and Learning within the Strategic Alliance

The regional culture of agricultural industrialization enterprises in Heilongjiang Province is interlinked. Proper cross-cultural learning and communication will help alliance partners understand the corporate culture differences and the rationality and inevitability of their existence, and resolve cultural conflicts and build cultural background together. The agricultural industrialization alliance can learn the enterprise values and cultural differences through mutual visits, experiences, discussions, etc., and strengthen the mutual understanding and talent exchange between alliance enterprises by holding the experience exchange meeting of member enterprises and implementing the rotation system of managers of alliance enterprises. Cross-cultural communication and learning can also break the psychological barriers of employees in different corporate cultures and strengthen communication and cooperation among employees. In order to maintain the communication and cooperation among the senior managers, the relationship among the senior managers of the alliance members determines the success of the alliance to a certain extent. It is necessary to establish a code of conduct, emphasizing that the employees of both sides should respect and be frank with each other in the communication, so as to ensure the effect of exchange and learning.

D. Setting up the Detailed System of Contract

The enterprise strategic alliance of agricultural industrialization involves many relationships, including the relationship between enterprises, between enterprises and farmers, and so on. Only when it is stipulated in the form of contract, the necessary constraints are made on the behaviors

of member enterprises. In order to ensure the stability of cooperation among member enterprises and maintain the normal operation of the alliance, it is necessary to choose the partners who abide by the contract to conduct the alliance and trust each other. The contract should clearly stipulate the strategic objectives and tasks of the alliance, the way of cooperation, the responsibilities and obligations of the members, the forms of feedback and control, the punitive measures against the objectives of the alliance, the conditions and procedures for the dissolution of the alliance, etc., so as to avoid the trust risk and enhance the stability of the organization.

E. Improving the Adaptability of External Environment of Strategic Alliance

Agricultural disasters can hardly be avoided objectively, but agricultural industrialization can give full play to the advantages of alliance enterprises, establish joint defense mechanisms among alliance enterprises, enhance disaster warning, minimize losses and stabilize alliance stability. Compared with the developed areas, the development of agricultural market economy in Heilongjiang province lags behind, and the symmetry of market information is not high, which requires all member enterprises to give full play to their own advantages, grasp the dynamic information of agricultural market economy and share it in time, so as to enhance the ability to resist market economic risks and strengthen the stability of the alliance. Member enterprises should actively use laws and regulations to benefit alliance organizations, make full use of government support policies, broaden financing channels for enterprises, enjoy the preferential taxation given to the alliance, simplify procedures, and vigorously support the expansion of enterprise scale. Therefore, the stability of the alliance is objectively guaranteed by comprehensively improving the adaptability of member enterprises to the external environment.

F. Creating the Efficient Communication and Trust Mechanism

The establishment of efficient communication and trust mechanism among members of strategic alliance plays an important role in stabilizing the relationship between members and promoting the cohesion of each other. Firstly, advanced technology communication plays an important role in promoting cooperation between enterprises, learning from each other's strengths and complementing each other's weaknesses. It can improve the sharing of advantages among alliance partners, and also promote the improvement of the level of independent innovation. Secondly, the smoothness of communication has a direct impact on the stability of the strategic alliance. The members of the alliance should keep the continuity of technical and cultural exchanges and promote the harmonious operation of the alliance based on various forms of exchange and cooperation. Thirdly, the trust mechanism can promote mutual understanding between agricultural enterprises and alliance partners, effectively reduce the occurrence of conflicts, and play a positive role in the effective and reasonable operation of the alliance as a whole. Therefore, the establishment of efficient communication and trust mechanism is a necessary step to promote the rapid

development of the strategic alliance of agricultural industrialization in Heilongjiang Province, but also an unavoidable aspect in the process of modern enterprise cooperation, and thus promote the alliance to better adapt to market demand in the market challenges.

IV. SUMMARY

This paper studies how to develop the enterprise strategic alliance of agricultural industrialization in Heilongjiang Province. Generally speaking, the alliance is still in its infancy and its development is not stable. According to the actual situation of Heilongjiang Province, the problems such as lack of financial support, over-simplification of strategic alliance type, the friction of corporate culture, unequal distribution of the benefits, imperfect management mechanism and lack of centripetal force in the strategic alliance have become the bottleneck of the development of strategic alliance of agricultural enterprises. In order to solve these problems, this paper puts forward the corresponding countermeasures to solve the dilemma of the enterprise strategic alliance of agricultural industrialization in Heilongjiang Province. The research in this paper is helpful to form a comprehensive understanding of the agricultural strategic alliance in Heilongjiang Province, and to provide a reference for the further development planning of the strategic alliance. Through the stable development of the strategic alliance, we can cultivate the independent brand of agriculture, promote knowledge innovation, master the core technology, and improve the ability of independent innovation, so as to provide support for the sustainable development of agriculture in Heilongjiang Province and play a good exemplary role for the strategic alliance of related industries.

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