Frontiers in Health Informatics
ISSN-Online: 2676-7104
www.healthinformaticsjournal.com
2024; Vol 13: Issue 8
Open Access

The Effects Of Chinese Manufacturing Sector Strategy Development On Small And Medium-Sized Businesses' Competitiveness

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Cite this paper as: ZHU XUELEI , Rozaini binti Rosli (2024). The Effects Of Chinese Manufacturing Sector Strategy Development On Small And Medium-Sized Businesses' Competitiveness. *Frontiers in Health Informatics*, *13 (8) 3525-3534*

ABSTRACT

China is stepping up its efforts on structural reform and transformation considering the global economic downturn. The goal is to sustain or even boost long-term economic development. China is making tremendous efforts to transform its image from that of a producer of low-quality items to that of an innovator and design powerhouse. The Chinese government is trying to support small and medium-sized firms (SMEs) since they are vital to the country's manufacturing industry. The status of SMEs is rapidly increasing in China's innovative landscape. Analyses China's shift towards a more mature and indigenous innovation system by delving into the innovation networks and tactics of SMEs across several industries. Examines the diffusion and generation of information in the Chinese market. Details China aspires to establish an innovation system that is both highly developed and grounded in local practices. The study draws three significant findings from its methodology, which makes use of many case studies: Three distinct methods are used to do this: researchers take a look at the five kinds of innovation strategies that Exist, Enhance, Integrate, and Switch strategies in China's inventive ecosystem and catalogue their processes of knowledge production and spread. Different strategies call for different combinations of exploration and exploitation. Additionally, the research demonstrates the connections between these techniques and other external resources, such as horizontal and vertical networks.

Keywords: *Small and medium-sized enterprise (SME); Digital transformation; Sustainability; Sustainable development.*

1. INTRODUCTION

Every country's economy has felt the effects of the current coronavirus outbreak, which may be much worse than the effects of the financial crisis. Since the first epidemic was concentrated in China, the nation has suffered greatly from its effects. Economic development in China has, however, been much slower than in other parts of the globe. Unless they deal with medical goods, Chinese enterprises are obligated to wait until after the 2020 Spring Festival to resume operations. Even though 76.8% of China's SMEs got back to work, the aftereffects of the shutdown were noticeable for weeks after that. Illnesses and other health issues led to a 6.8% annual decline in China's GDP in the first quarter. However, our economy grew at a pace of 3.2% in the second quarter. Thus, China's efforts to curb epidemics have been very fruitful, even if they've only been operational for a little duration. Chinese businesses have lost time and energy due to the outbreak, which has prevented them from getting back to normal operations. If 85.5% are retained for no more than three months, 67.1% may be retained for no more than two months. Thirty million SMEs and seventy million individual industrial and commercial residences make up China's business landscape**(Mokhtar et al., 2020)**.

A significant portion of the nation's tax income, sixty per cent of the GDP, and eighty per cent of the available employment are generated by these enterprises. Therefore, helping China's SMEs expand despite the economic challenges posed by the pandemic has far-reaching consequences for the country's social and economic stability in the

long run. Since SMEs are more vulnerable to the pandemic and still depend on sales for cash flow, it is not surprising that they would be impacted by the pandemic's aftereffects. However, small and medium-sized businesses have much more rivalry and obstacles to entry than huge firms. Nearly all U.S. SMEs rely too much on a single funding source and have an overly simplistic capital chain structure when contrasted with big corporations. Numerous medium- and small-sized enterprises have tragically gone under due to the outbreak. And if the epidemic prevents the delivery of a customer's order, there is a mechanism in place to compensate them monetarily. Many small and medium-sized service firms rely on the money that comes in from everyday operations as their main source of funding. The day they decide to stop running their business is the day they lose every penny. Furthermore, when the epidemic ended, there were major shifts in how businesses function, especially in how employees report for work. Businesses are seeking a comprehensive online office solution that integrates their physical and online operations. Online technologies provide employees more flexibility over their schedules while also allowing the employer to monitor their productivity. The technology department is the company's innovation engine, churning forth fresh ideas for management and cutting-edge IT infrastructure. SMEs should innovate more despite their limited resources. There are a lot of things that may go wrong with small and medium businesses credit. Some of the things that come under this category are insolvency, short effective loan terms, poor credit standing, and short development periods. When small and medium-sized businesses are already struggling to make ends meet because of things like sluggish production, falling sales, and reduced investment, facing constant fixed costs like rent and interest makes their position much worse **(Moscardo, 2020)**.

2. BACKGROUND OF THE STUDY

Even though they are essential to robust economic development, figuring out how to guarantee the long-term sustainability of SMEs is a huge task. The digital economy and society's complicated developments have an impact on the productivity and market position of medium and small firms. These changes also affect how these businesses function. Size is just one of several characteristics that distinguish SMEs. As a result of changes in economy, culture, and politics, among other external variables, their distinctive traits change and develop with time. Small and medium-sized businesses are distinct from their larger forebears in several respects. There are several key differences, such as the specificity and application of their plans and the limited resources they have available. Along with these characteristics, they may also exhibit a flat and adaptable organisational structure, a propensity for creativity, a propensity to embrace and implement initiatives backed by evidence, and an openness to change. Some people believe that SMEs can't survive in the long term unless they innovate and embrace digitalisation. The relevance of creation as a core business for all organisations has been underscored by the imperative of innovation as a key skill in today's fast-paced economic climate. According to studies on performance management, innovation is an essential activity that businesses must engage in. Since intangible attributes like knowledge and understanding are crucial to success in emerging fields like digitalisation, research and development, and development, performance frameworks have widened their scope to include these areas as well as more traditional ones like banking and commerce. However environmental uncertainty is more of a threat to small and medium-sized businesses than it is to huge enterprises. With fewer resources available to them, it becomes more difficult for them to understand the company and shape its future. SMEs respond to changes in their environment differently than giant corporations. A company can only react so quickly due to the constraints placed on it by its assets, business decisions, the character of its occupation, and its geographical location. Based on where the company is in its life cycle, it's likely that many techniques were required for this. Research on SMEs and entrepreneurialism has increased dramatically over the last decade, and Albania is no exception. The fact that different organisations use different definitions of "small to medium-sized enterprises" doesn't change the reality that these companies are crucial to the European economy. A healthy economy is indicative of thriving small and medium-sized enterprises. SMEs play a crucial role in the local economy by creating new employment and increasing tax income. Innovative small and medium-sized businesses may make use of clustering to set up flexible supply networks. Finding out how digitalisation and other

cutting-edge ICT systems have affected the efficiency and productivity of SMEs is the primary goal of this research. Data analytics, analytics, and organisational learning are all part of these systems. The expansion of the business is the primary focus of the research; however, it is not the only element considered **(Navakitkanok, 2020)**.

3. PURPOSE OF THE STUDY

The study's overarching goal is to learn how SMEs in this ever-changing industry fare when it comes to strategic planning and execution. This study employs a mixed-methods strategy to provide a thorough evaluation of quantitative and qualitative information. While the quantitative part looked at patterns and connections between competitiveness measures and strategic development, the qualitative part gave them the inside scoop from experts in the field and leaders of SMEs. This two-pronged strategy allows for an in-depth analysis of the impact of different strategic approaches on SME results, yielding practical suggestions for boosting competitiveness. In the end, the study aims to fill in some of the blanks in the current literature and provide policymakers and SMEs with actionable advice that help them boost the manufacturing sector's strategic effectiveness and propel development in China **(Nowacki, 2020)**.

4. LITERATURE REVIEW

In their pursuit of what they call "the revitalisation of the China nation," the Chinese government has launched a nationwide innovation program. The rapid economic growth of China over the last several decades has been built on a development model that places a premium on human labour and natural resources. The country is now experiencing a creative revolution, which significantly impacts the global financial restructuring. To gain a better grasp of the current creative shift in China and the strategies and networks of SMEs in Chinese industries, this section examined the historical context of China's innovation culture, institutional structure, regulations, and governance on innovation development. The goal is to broaden one's knowledge of China's industrial sectors. There has been a rise in China's impact on the global supply chain due to the country's reputation as a world manufacturer in recent decades. The export of labour and natural resources, together with China's substantial contributions to manufacturing, likely had a significant role in the country's meteoric rise to economic prominence in the last several decades. Fast GDP growth in China is mostly attributable to the country's export-oriented industrial base. China has been trending upward throughout the last five years. Even if the country's international commerce and investment have stayed the same, exports have steadied at over 20% of GDP. In 2015, teams from the industrial sector accounted for almost 94.3 per cent of all teams exported. Products with the "Made in China" logo are attracting a growing number of global customers. When it came to fax machines, video recorders, and washing machines, China was the undisputed global leader **(Papadopoulos, 2020)**.

These factories manufacture a diverse array of industrial and business-related goods in China's urban and suburban areas. Moreover, it contributes to the development of a whole manufacturing ecosystem, which includes vendors of raw materials, equipment, and supplies; design and production hubs; distribution networks; and growing markets. Most Chinese businesses have long been at the very bottom of the worldwide industrial system and product supply rankings. These businesses have risen to the top by mimicking the procedures of more established, globally recognised brands, which in turn manufacture products for wealthy countries. Because of this, many companies have grown into the illustrious names that they are today. Companies like this can stay in business and even grow despite low profits per unit because of factors including cheap labour, the misuse of natural resources, and massive exports of goods. On the one hand, China has become an indispensable part of Korea's massive industrial system, thanks to the increased total economic output (GDP) that has resulted from the combined efforts of big and small manufacturers, the vast majority of whom are state-owned enterprises (SOEs). Yet, the prior mode of large-scale economic expansion has yielded several problems that are trying to halt the economy's and society's continued prosperity, such as the catastrophic pollution problems and the large gap in intellectual ability on modern tools. There is now a massive skill gap when it comes to advanced technology, which is another consequence of this growth strategy. For China's economy to thrive in the long

run, the concept of the country operating as a global factory is not a viable option. It needs a new strategy soon if it wants to maintain its current rate of growth, which is completely puzzling. Investing in research and development of new technologies and seeing innovation as the best path to the desired level of economic growth are both critical. Chinese efforts to become an inventive economy are bearing fruit as the country solidifies its place in the global production system and boosts its research, technology, and innovation capacity **(Nowacki, 2020)**.

5. RESEARCH QUESTION

- What steps may be taken to improve China's manufacturing sector's strategy?

6. METHODOLOGY

To tackle a research issue, a mixed-methods study combines quantitative and qualitative research methodologies. A more complete picture may be revealed by mixed-methods research, which combines quantitative and qualitative techniques, rather than just one or the other. When studying complex social or situational phenomena or when working in an interdisciplinary setting, researchers in the health, social, and behavioural sciences often use mixed-methods research. To tackle a research issue, a mixed-methods study combines quantitative and qualitative research methodologies. A more complete picture may be revealed by mixed-methods research, which combines quantitative and qualitative techniques, rather than just one or the other. When studying complex social or situational phenomena or when working in an interdisciplinary setting, researchers in the health, social, and behavioural sciences often use mixed-methods research. In marketing, the word "perception" is used to define the sequence and first impact of presenting a product or service to clients. Information collecting, organisation, and interpretation comprise the basis of perception. Converting data into forms that the target audiences can grasp. But from the consumer's point of view, they may deduce what the entrepreneur is up to in the SME environment based on their replies and actions. Another way to explain how customers feel is by looking at how their activities affect a company. Advertising campaigns, such as product discounts and SMS marketing, have the potential to shape consumers' opinions of a brand. Its capacity to comprehend customer preferences is quite extraordinary. Marketing in general, including ads and social media, affects it.

Study area: The study was conducted on Chinese govt. Employee, healthcare professional, engineer, businessman and Pvt. Employee.

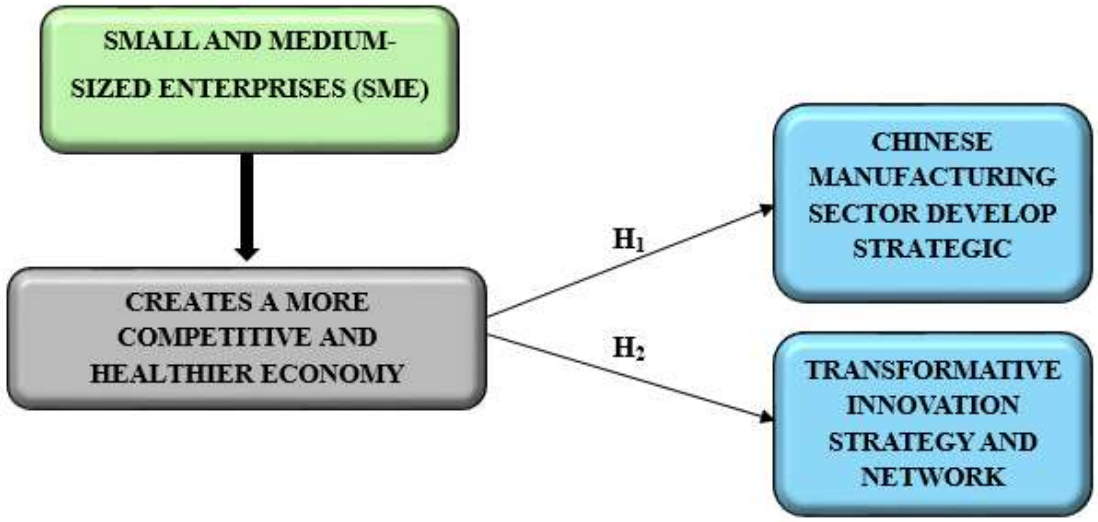
Sampling: The Rao-soft software was used to determine the sample size of 337 people, which was determined using the Rao-soft software. A total of 450 questionnaires were distributed, of which 410 were filled out and returned. Finally, 25 questionnaires were discarded because they were not filled out. The population of Shanghai is estimated to be 22.3 million people in the year 2024. Consequently, there were a total of 385 individuals from China who participated in the research. The survey was conducted using a random sample method, and all of the individuals who replied to the survey were contacted for the survey.

Data and Measurement: Questionnaires served as the main means of data collection for the project. There were two sections to the survey: (A) General demographic information and (B) Online & non-online channel factor replies on a 5-point Likert scale. Secondary data was gathered from a variety of sources, with an emphasis on online databases.

Statistical Software: MS-Excel and SPSS 25 were used for Statistical analysis.

Statistical tools: The fundamental character of the data was understood by using descriptive analysis. Using Cronbach's alpha, they were ensuring that the data was valid and reliable. The research analysed data using ANOVA, T, and F tests.

I. Conceptual Framework



7. RESULT

Factor Analysis

One of the most common applications of factor analysis (FA) is the process of confirming the underlying component structure of a collection of measurement items. It is claimed that the scores of the variables that have been observed are impacted by factors that are not necessarily apparent to the naked eye. The accuracy analysis (FA) method is a strategy that is focused on developing models. Through the building of causal routes that link observable events, hidden causes, and measurement mistakes, the major focus of this investigation is on the construction of causal pathways.

Through the use of the Kaiser-Meyer-Olkin (KMO) Method, it is possible to evaluate whether or not the data are suitable for factor analysis. An evaluation is performed to determine whether or not the sample is enough for each model variable as well as for the model as a whole. According to the statistics, the magnitude of the conceivable common variance across a large number of variables is quantified. Data that have lower percentages is often more suited for factor analysis than data that have higher percentages.

KMO returns integers between zero and one. Sampling is deemed adequate if the KMO value falls within the range of 0.8 to 1.

It is necessary to take remedial action if the KMO is less than 0.6, which indicates that the sampling is inadequate. Use your best discretion; some authors use 0.5 as this, therefore the range is 0.5 to 0.6.

• If the KMO is close to 0, it means that the partial correlations are large compared to the overall correlations. Component analysis is severely hindered by large correlations, to restate.

Kaiser's cutoffs for acceptability are as follows:

Something pitiful between 0.050 and 0.059.

• Below-average by 0.60 to 0.69

Middle grades often fall within the range of 0.70-0.79.

Ranging from a quality point value of 0.80 to 0.89.

Astoundingly, it spans from 0.90 to 1.00.

Table 1: KMO and Bartlett's

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.944
Bartlett's Test of Sphericity	Approx. Chi-Square	5730.206
	df	190
	Sig.	.000

The overall significance of the correlation matrices was further confirmed by using Bartlett's Test of Sphericity. A value of 0.944 is the Kaiser-Meyer-Olkin sampling adequacy. By using Bartlett's sphericity test, researchers found a p-value of 0.00. A significant test result from Bartlett's sphericity test demonstrated that the correlation matrix is not a correlation matrix.

Table 2: KMO and Bartlett's

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.978
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

The overall significance of the correlation matrices was further confirmed by using Bartlett's Test of Sphericity. A value of 0.978 is the Kaiser-Meyer-Olkin sampling adequacy. By using Bartlett's sphericity test, researchers found a p-value of 0.00. A significant test result from Bartlett's sphericity test demonstrated that the correlation matrix is not a correlation matrix.

❖ **Test for Hypothesis**

- **Dependent Variable**

Chinese Manufacturing Sector Development Strategic

According to the study's findings, if the expected outcome is not achieved, the majority of SMEs abandon the project and move on to another one. The reason is, that small and medium-sized enterprises (SMEs) don't have the capital that bigger corporations have, thus they can't afford to fix a project that didn't turn out well. If given more time, several of them said they could come up with better ideas for the product or the advertising. If the results aren't good enough, the company may decide to stop doing what it's doing and redirect its resources to something that brings in more money. The heads of each department evaluated the current process and made changes to make collaboration more effective if the project did not go according to the researcher's plans. Nevertheless, the GM and VP swiftly opted to halt production and reallocate those assets to a more fruitful endeavour if a substantial amount of time and energy had already been invested in this one without adequate returns. Company A's VP general manager and chief executive officer have each laid out several scenarios in which the business might abandon the strategy. "Researchers usually simply give up and disappear **(Moscardo, 2020)**.

Transformative Innovation Strategy and Network

Policy on transformational innovation has a broader view than that of social innovation, which focuses on fostering positive social change. The term used to describe this idea in sustainable development studies is the "transition of socio-

technical systems." Industrial structures, cultural norms, knowledge, markets, infrastructure, governance, and regulation are all interdependent parts of these complex systems. Take a look at this infographic on the energy system; students might make similar ones for the food system, the transport system, the healthcare system, the water system, etc. An official definition from the OECD states that systems innovation is "a radical innovation in socio-technical systems that fulfil societal functions, entailing changes in both the components and the architecture of the systems." Therefore, systems innovation must be put into place to solve social concerns. A framework offered by literature on sustainability transitions, namely the multi-level perspective (MLP), may help us understand changes in socio-technical systems. Niche, regime, and landscape are the three levels it uses to classify the universe **(Park, 2018)**.

- **Independent Variable**

Small and medium-sized enterprise

Small and medium-sized enterprises (SMEs) play a crucial role in the global economy and society by creating much-needed jobs. Small and medium-sized enterprise (SME) CEOs have an outsized amount of influence due to the company's diminutive size. SME chief executive officers are often also its owners, managers, and founders. Operating a small or medium-sized enterprise (SME) is similar to running a huge corporation. When it comes to small and medium-sized businesses, the chief executive officer (CEO) often determines the company's fate. An illustrative phrase: Part 7 of the MSMED Act, which was published in September 2006, includes this concept. It relates to the development of micro, small, and medium-sized enterprises. Businesses are categorised under the Act according to the kind of labour they do and the amount of cash they have invested. Companies may be broadly classified under the MSMED Act as either product manufacturers or service providers **(Kang, 2020)**.

Creates a more competitive and healthier economy

Many economies rely on small and medium-sized businesses, or SMEs for short, to provide employment and other forms of economic growth. Recent years have seen a resurgence of interest in their role as an innovation generator, which helps the economy thrive and creates jobs. More than 65% of employment and 55% of GDP in high-income nations are accounted for by small and medium-sized firms at present. Conversely, in countries with a middle income, small and medium-sized firms are responsible for over 90% of the employment and 70% of the gross domestic product. Unequal access to state-of-the-art technology and scientific resources compounds the already formidable competitive pressures that small and medium-sized businesses throughout the world face. More and more countries are relying on each other's economies, which is making matters worse. Unfortunately, globalisation has created chances for certain small and medium-sized firms (SMEs), but for the vast majority of SMEs throughout the globe, these opportunities remain out of reach. It is anticipated that developing nations leading technological innovation would have a smaller share of small and medium-sized companies (SMEs) compared to industrialised European nations. Practically everyone who brings up the topic of best practices in Europe's SME sector cites the Irish approach. Quite a few small and medium-sized enterprises (SMEs) call Ireland home. The idea that a nation's success is correlated with the competitiveness of its small and medium-sized businesses (SMEs) is strengthened by this, particularly in challenging economic times **(Moscardo, 2020)**.

Relationships between Chinese manufacturing sectors develop strategies and create a more competitive and healthier economy.

The industrial scene in China is seeing a transformation, with efficiency and quality both being improved via the integration of sophisticated technology, innovation, and cross-industry cooperation. A workforce that can quickly adjust to changes in the market is the outcome of this complementary process of skill development and resource allocation. These industries are a key driver of economic development and China's rise to the top of the global manufacturing league, thanks in large part to government regulations that encourage investment and promote sustainability efforts. Researchers can ensure long-term resilience and prosperity by using this integrated strategy, which helps minimise economic risks. Strategic economic growth and competitiveness are greatly impacted by the interdependence of China's industrial sectors. These industries are at the forefront of technological advancements that are boosting efficiency and production, which

in turn reduces prices and raises product quality. The development of valuable, globally competitive goods is a direct result of the information flow and innovation made possible by cross-industry collaboration **(Nowacki, 2020)**.

Based on the above discussion, the researcher formulated the following hypothesis, which was to analyse the relationship between Chinese manufacturing sectors to develop strategies and create a more competitive and healthier economy.

"$H0_1$: There is no significant relationship between Chinese manufacturing sectors develop strategic and Creates a more competitive and healthier economy."

"H_1: There is a significant relationship between Chinese manufacturing sectors developing strategic and Creating a more competitive and healthier economy."

Table 3: H_1 ANOVA

Sum	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	67698.510	188	6769.851	809.779	.000
Within Groups	744.050	196	8.360		
Total	68442.560	384			

In this study, the result is significant. The value of F is 809.779, which reaches significance with a p-value of .000 (which is less than the .05 alpha level). This means the ***"H_1: There is a significant relationship between Chinese manufacturing sectors developing strategic and Creating a more competitive and healthier economy"*** is accepted and the null hypothesis is rejected.

Relationship between Transformative innovation strategies and networks Creates a more competitive and healthier economy.

When combined with strong networks, transformative innovation initiatives play a crucial role in the development of an economy that is both more competitive and healthier. These techniques allow the sharing of information and resources, which in turn drives technical improvements and innovative problem-solving. They do this by fostering cooperation among corporations, academic institutions, and government bodies. The linked nature of this ecosystem makes it possible to rapidly adjust to the needs of the market and to the formation of new sectors, which eventually leads to an increase in productivity and efficiency. Moreover, emphasizing innovation encourages the adoption of sustainable practices, which may result in long-term economic stability and the preservation of environmental health. Companies that can become nimbler and more responsive are in a better position to compete on a global scale. This allows them to attract investment and talent while simultaneously enhancing the overall quality of life for the communities in which they operate **(Kang, 2020)**.

Based on the above discussion, the researcher formulated the following hypothesis, which was to analyse the relationship between Transformative innovation strategies and networks and Create a more competitive and healthier economy.

H_{02}: There is no significant relationship between Transformative innovation strategies and networks and creating a more competitive and healthier economy.

H_2: There is a significant relationship between Transformative innovation strategies and networks and creating a more competitive and healthier economy.

Table 4: H_2 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	66447.158	217	11074.526	516.152	.000
Within Groups	1995.402	167	21.456		
Total	68442.560	384			

In this study, the result is significant. The value of F is 516.152, which reaches significance with a p-value of .000 (which is less than the .05 alpha level). This means the ***"H_2: There is a significant relationship between Transformative innovation strategies and networks and Creates a more competitive and healthier economy"*** is accepted and the null hypothesis is rejected.

8. DISCUSSION

Among the 385 people who filled out the survey, fewer women than males filled out the first portion. In this category, they found 200 men and 185 ladies. Qualifying individuals include 52% males and 48% females. Respondents' ages range from 45 to 60, with the youngest being under 25 and the oldest over 65. A total of 104 responses are under the age of 25, 100 fall into the 25–35 age bracket, 104 are in the 35–45 age bracket, and 77 are in the 45–60 age range. As a whole, the ages of27,26,27, and 20% are all legitimate. The participants in this study are all single. The poll placed CEOs at the top and doctors at the bottom. A total of 77 people indicated their occupations as teachers, 61 as designers, 70 as engineers, 31 as physicians, 85 as business analysts, and 61 as private sector workers. A legitimate analysis of the respondents' occupations reveals that the following occupations are represented: 20% in teaching, 16% in design, 18% in engineering, 8% in medicine, 22% in business analysis, and 16% in the private sector. According to the results, salaries ranged from less than 15,000 to more than 45,000 for the lowest income bracket. Concerning monthly earnings, 108 respondents fall into the 15,000–25,000 range, 88 into the 25,000–35,000 bracket, 58 into the 35,000–45,000 bracket, and 53 into the above 45,000 bracket; corresponding percentages are 28%, 23%, 15%, and 11%, respectively. According to the results, the most responsive group had between six and ten years of experience, and the least responsive group had between eleven and fifteen years. The following percentages are represented: 27% for responders with 0-5 years of experience, 17% for those with 6-10 years, 84% for those with 11-15 years, and 24% for those with more than 15 years of work experience.

Descriptive Statistics for the Likert Scale

In the subsequent portion of the results, the researchers can see a Likert scale with intervals. From 1.00 to 1.80, it shows strongly disagree, from 1.81 to 2.60, it shows disagree, from 2.61 to 3.40, it shows neutral, from 3:41 to 4:20: agree, and from 4:21 to 5:00: strongly agree. All twenty of the survey items (ranging from 3:41 to 4:20, denoting agreement) fall within this range.

Yes/no questions

In the third part of the study, it is found that all the respondents say "yes" to all 10 questions.

9. CONCLUSION

Through its qualitative document synthesis, the SLR technique has unearthed a wealth of new facts, one of which is the importance of a data-savvy and open-minded company culture. Strategic innovation facilitates the execution of digital sustainability programs. This is why a sustainability assessment is so important; it helps managers and leaders of SMBs effectively navigate this shift by defining the appropriate criteria. To effectively use new digital technologies, it is crucial to automate organisational structure and operations. Furthermore, the technology that is used was determined by the

digital orientation that is chosen. The importance of innovation and good performance means that management needs to take precedence over complicated basic technologies. Good performance is so important that this is the case. Modern technology, like robotics, can hold its own against more conventional forms of information and communication technology (ICT) infrastructure, proving that technological prowess is not the only determinant of success. A set of recommendations for further studies was compiled once the SLR was finished. Furthermore, future research can build on this SLR by collecting data on how SMEs can sustainably implement digital transformation strategies. Based on the social, environmental, and economic performance of SMEs, this kind of research should determine the best strategy to assist these enterprises in their digital transformation and which technologies to focus on. When it comes to social media growth, China is among the world's most notable and rapidly expanding markets. This research fills a gap in our understanding of Chinese vacationers' use of social media for trip planning. In addition to using social media as tools before, during, and after their trips, the results show that the demand and supply of Chinese social media users are becoming more diversified. The results show that customers' confidence in travel-related social media, their reliance on such platforms, and their preferred platforms all vary. The hotel industry was an early pioneer in understanding the value of websites and, more importantly, the importance of search engine optimisation (SEO). Because of this, the hospitality industry has eagerly taken advantage of social media's potential. Those in charge of marketing for hotels at the time saw early hotel websites as only an internet version of a brochure.

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