

The Analysis on the Recyclability of Shenlong Automobile Company in China using SWOT Technique

¹Wei Zhao, ²Heonyong Jung

¹*Wuhan Tax Service of China, Ph.D. Candidate, Namseoul Univ., Korea*

²*Prof., Dept. of Business Administration, Namseoul Univ., Korea*
gotoyong@nsu.co.kr

Abstract

The purpose of this study is to investigate the recyclability of Shenlong in China using SWOT. The main analysis results are as follows. First, provided that the company's current capacity utilization rate is seriously insufficient, reducing staff is one among the effective ways. Second, Shenlong should open a web store to cater to young people's online shopping behavior, and further expand the brand visibility using national mainstream media and online shopping platforms like Taobao and JingDong to market Dongfeng Peugeot and Dongfeng Citroen on the whole network. Third, under the premise of maintaining the present best-selling models, Shenlong should appropriately reduce the amount of models, adjust the assembly capacity ratio of every model and every displacement in real time per the newest market trends, increase the agility of auto companies' production, and timely meet the wants of domestic consumers. Fourth, dual-brand coordination and channel integration are very necessary, and also the profitability and profitability of dealers are going to be further improved, thereby increasing sales. Fifth, target building new energy leading products of Shenlong, strive to attain the forefront of the industry within the sales of recent energy vehicles within 5 years, and gradually expand new energy vehicle products from passenger vehicles to passenger vehicles and commercial vehicles. Finally, the marketing field of Shenlong Automobile should achieve "three major changes", that is, change from a goal-driven type to a demand-driven type, cancel the bundling of outlet invoicing goals and delivery incentive tiers; start from basic capabilities, and set pragmatic and challenging goals; focus Channels, to realize following the activation of outlets, and single store sales increase.

Keywords: *Automotive Industry, Recyclability, Internal Strength, Internal Weakness, External Opportunities, External Threats, SWOT Technique*

1. INTRODUCTION

China's industry has been making rapid progress and has become one in all the world's top countries. However, the operation of factories has been decreasing because of urban blockade caused by the recent spread of the COVID-19. As a result, sales and exports of varied Chinese automakers are on the decline.

Shenlong automobile company could be a 50% automobile production and operation enterprise invested by China Dongfeng Motor Corporation and French Peugeot Citroen Group. It absolutely was established in May

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Corresponding Author: gotoyong@ansu.ac.kr

Tel: *** _ **** _ **** Fax: +82-41-581-4001

Professor, Dept. of Business Administration, Namseoul Univ., Korea

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1992, the ascension period from 2003 to 2015 is that the most glorious time within the history of Shenlong, with a production capacity of 900,000 vehicles, and sales of over 700,000 vehicles for 2 consecutive years since 2014. But the cumulative sales of Shenlong automobile company from January to August 2020 was only 29,700, a year-on-year decrease of 73.8%, of which 1,875 were exported, a year-on-year decrease of 60.17% [1].

Shenlong automobile company is one in all the foremost Chinese automobile companies. However, sales and exports of Shenlong automobile company are decreasing recently. Therefore, this study aims to search out recyclability of Shenlong automobile company through SWOT analysis.

Many studies have studied recyclability using the SWOT technique [2-7]. [2] analyzed the importance of recycling end-of-life vehicles using SWOT technique supported the info files from the literature, and identified the strengths, weaknesses, opportunities, and threats. [3] utilized the SWOT analysis and combines internal and external environment of electronic commerce, and discovered opportunities and threats that Henan in China face when developing electronic commerce. [5] analyzed the event of the tourism industry of Nishan town in China using the tactic of SWOT analysis. [6] used SWOT analysis technique for the choice of technology for processing and disposal of municipal solid waste, and suggested a scientific approach. [7] argued that the ultimate results of a SWOT determines strengths and weaknesses that a corporation involves, with opportunities and threats that it is going to face. [8] suggested multiple industry views, visualization and interpretation in new knowledge domains of public and personal sector companies using SWOT technique analysis.

As far as we all know, there are not any studies that have analyzed the Chinese automobile market using SWOT technique. Therefore, we analyze the Chinese automobile market, which may be a major global automobile market, using SWOT analysis.

The balance of the paper is laid out as follows. Section 2 presents the methodology. Section 3 presents the empirical results and section 4 offers some conclusions.

2. METHOD

SWOT analysis was developed to assist companies define their strategies within the context of the ever emerging and competitive business environments, and this decision-making tool owes its name to the actual fact that it examines the strengths and weaknesses within the firm, furthermore because the opportunities and threats of the external market [9]. SWOT analysis is that the situation analysis supported internal and external competitive environment and competitive conditions, and it's to list the most internal advantages, disadvantages, and external opportunities and threats closely associated with the research object through investigation, and arrange them in an exceedingly matrix form. [10] recognized that strong and weak aspects of a company are identified by examining the elements of environments while environmental opportunities and threats are determined by examining the elements outside its environments.

SWOT technique arrange the internal advantages, disadvantages, external opportunities and threats in an exceedingly matrix form, and to match various factors to analyze, and also the draw a series of corresponding conclusions. And also the conclusions usually have a particular decision-making nature. Using this method, it is possible to conduct a comprehensive, systematic, and accurate study of the situation where the research object is located, so as to formulate corresponding development strategies, plans and measures supported the research results. S (strengths) is an advantage, W (weaknesses) is a disadvantage, O (opportunities) is an opportunity, and T (threats) is a threat. According to the entire concept of corporate competitive strategy, strategy should be an organic combination of what an enterprise can do (that is, the strengths and weaknesses of the organization) and what it can do (that is, environmental opportunities and threats).

This paper analyze the recyclability of Shenlong automobile company in China using SWOT technique analysis. The data period to analysis from 2009 to 2019.

3. EMPIRICAL RESULTS

3.1 Strength

3.1.1 Good Brand Customer Base

In 1992, the first Citroen ZX sedan was placed on the Chinese market under the Chinese name "Fukang". In March 2002, "Fukang" (car) was recognized by the State Administration for Industry and Commerce as a widely known trademark in China. At that point, Santana, Jetta, and Fukang, referred to as the "oldest three", established the people's initial recognition of family cars, which represented the pursuit of wealth, status and quality of life within the 1990s. It is seen from the production and sales data of the past ten years, the production and sales trends of Shenlong are basically the identical. In terms of output, 2014 reached a historical high, which is additionally the very best output of Shenlong since its establishment. Although it declined slightly in 2015, it's fallen sharply since 2016. In terms of sales volume, 2015 reached a historical devision, one year after the part of production, followed by a cliff-like downward trend like production. Shenlong Motors, once famous for producing one in all the "oldest three" Fukang, has become a marginalized brand in recent years. Even so, within the past ten years from 2010 to 2019, 4.52 million vehicles have been sold, and since the establishment of the factory, over 6 million vehicles are sold, which incorporates a broad customer base.

3.1.2 The Strong Superposition Effect of the Double-Brand Sales

After 28 years of construction and development, Shenlong encompasses a total of two international brands, one is Dongfeng Citroen and also the other is Dongfeng Peugeot, both of which belong to a joint venture established by French PSA Group and Dongfeng Company. As one of the earliest joint venture brands in China, Dongfeng Citroen is adhering to the centuries-old Citroen's core concept of "innovating and serving users" to form the longer term and achieve dreams. The Dongfeng Citroen models currently sold include Elysee, Citroen Sega C4, Citroen C4L, Citroen C5, Citroen C3-XR, Citroen C6, Tianyi C5 AIRCROSS, Yunyi C4 AIRCROSS, and have built a whole product matrix. Dongfeng Peugeot uses innovative technology to make a good future for the automotive industry [11]. Since its establishment in 2003, Dongfeng Peugeot has launched a range of high-quality products on the Chinese market. The Peugeot brand was once called the "trustworthy lion". The Dongfeng Peugeot currently sold Peugeot 408, Peugeot 508, Peugeot 308, Peugeot 3008, Peugeot e2008, Peugeot 301, Peugeot 2008, Peugeot 4008, Peugeot 5008. The sales trends of the Citroen and Peugeot brands are synchronized. Before 2014, the sales volume of the Citroen brand was before the Peugeot brand, and after 2014, the Peugeot brand was better than Citroen's market recognition. Even better, even after the decline in Shenlong's sales after 2016, Peugeot remains stronger than Citroen in terms of speed. Shenlong's dual-brand strategy will be said to enrich each other's advantages and develop together. This can be a very important experience of PSA Peugeot Citroen Group's success within the international market in recent years. Between Citroen and Peugeot, wherever users can see, they are strictly separated to confirm market differentiation; on the contrary, where users cannot see, they share the identical platform to scale back waste of resources and reduce costs. At the same time, the employment of a dual-brand, serialized, and continuously innovative product structure can better meet market demand and enhance the marketing network and also the confidence of consumers.

3.2 Weakness

3.2.1 The Overall Performance of the Chinese Automobile Market

After experiencing a period of rapid zoom in China's auto market from 2001 to 2007, China's auto sales in 2008 dropped from double-digit growth to single digits. So as to expand domestic demand and promote the event of the automobile industry, the Ministry of Finance issued two consecutive documents in 2009 to halve the acquisition tax on passenger cars with a displacement of less than 1.6L (including 1.6L) and levy it at 5%. Littered with this, the sales rate of the Chinese auto market has returned to quite double digits again, but it is shown a downward trend. When the halving and also the 7.5% reduction were issued again in 2015 and 2017, the stimulus of the policy gradually faded, and also the growth of the Chinese auto market returned to rationality. Within the past 20 years, the Chinese auto market has experienced a transition from a blowout period to a micro-growth. Until 2018, the auto market suffered its first negative growth in 28 years. The expansion rate continued to expand in 2019, and in 2020 it encountered an additional decline in sales thanks to the new crown epidemic. It may be seen that the sales trend of Shenlong Company is essentially the identical as that of the whole country. Before 2015, its sales rate was more than that of the country. However, since 2016, it is shown an accelerated downward trend. From the present trend Look, it's from stabilizing. Plagued by the decline in sales, Shenlong has suffered losses since 2017, and therefore the amount of losses has increased year by year, reaching quite 3 billion yuan in 2019.

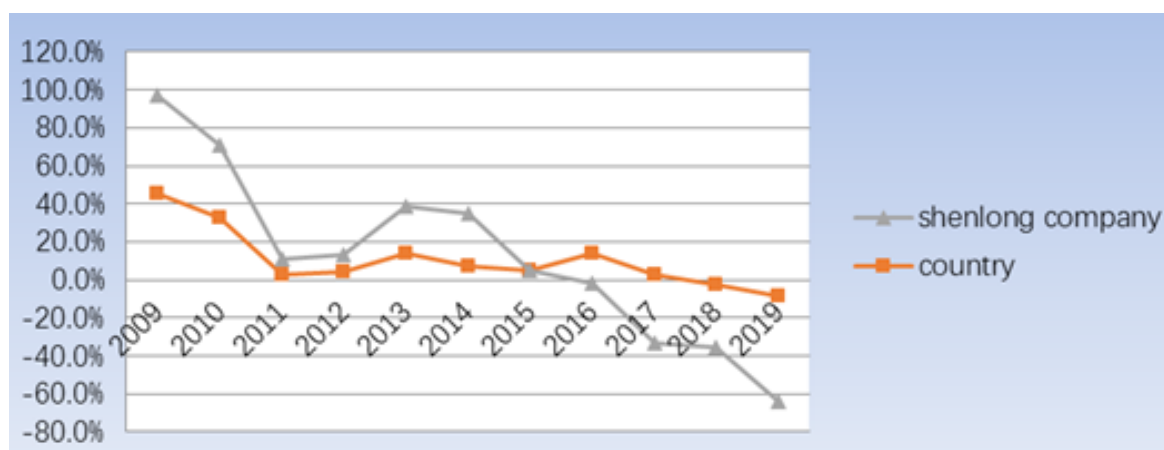


Figure 1. Comparison of sales growth between Shenlong and China nationwide

3.2.2 Weak Marketing Channel Capabilities

During the booming sales of Shenlong company from 2014 to 2015, the corporate had as many as 1,000 4S dealerships within the Chinese market. However, in 2016, Shenlong Automobile's sales fell sharply. Suppressing inventory and dumping inventory vehicles in an effort to prevent the sharp decline in sales [12]. The rexplication for suppressing the inventory is because Shenlong has immediate assessment pressure, but this approach is to quench thirst by drinking poison, and also the sequelae are going to be very serious, and subsequent problems like fire sales, collapse of the price system, and damage to the brand image will occur. Since the second half of 2016, the behavior of depressing the warehouse has seriously dampened the arrogance of dealers. It is difficult to attain short-term recovery without strong policy stimulus. In 2016, 66 Dongfeng Peugeot dealers retired, with a retiring rate of 12.8%; Dongfeng Citroen retired 78 dealers, with a retiring rate of 16.5%. In 2017, the decline in sales of Shenlong was not effectively improved. Many dealers chose to

withdraw from the network, and currently only about 700 remain. The production capacity of Shenlong Automobile continues to be significantly greater than the sales volume, showing signs of overcapacity. In step with the "Inventory Early Warning Index Survey of Chinese Auto Dealers" issued by the China Automobile Dealers Association, in July 2018, the inventory early warning index of auto dealers was 53.9%, a decrease of 5.3 percentage points from the previous month and a rise of 1.4 percentage point year-on-year. Above the road, and this is often the index has exceeded the warning line for seven consecutive months. In line with data from Shenlong's official website, as shown in Figure 5, there are currently only 498 dealers on the net, of which Dongfeng Citroen has 251 and Dongfeng Peugeot has 275 (including 28 dual-brand cooperative stores). In terms of sales from January to August 2020, this also means the monthly sales of a one store under many domestic dealers won't exceed 60 units. Continued deterioration in operations will cause investors to be even less optimistic. Dealers are expected to still increase.

3.2.3 Failure to Keep Up with the Mainstream Market

3.2.3.1 Low Market Share of Off-Road Vehicles

According to Table 1, the proportion of Shenlong's overall off-road vehicle sales is roughly the identical because the national average. There have been slight fluctuations in 2015 and 2016, but the fluctuations were not large. From 2014 to 2018, the proportion of off-road vehicles within the country and Shenlong has shown gradual increase. The mainstream position has been consolidated. Off-road vehicles are more and more recognized by Chinese consumers for his or her large space, mighty appearance and good vision. More joint ventures and independent brands have successively launched various off-road vehicle models. Classic models such as the Great Wall Haval series, Volkswagen Tiguan, Dongfeng Honda CR-V and Nissan X-Trail have long been at the forefront of the car sales list, but the off-road vehicles under the Shenlong accounted for the proportion. Although it is the identical because the national average, per the info of 2019, its two major brands have a complete of seven models, and have not been within the top ten of the national SUV sales rankings. The market share is clearly insufficient. In contrast, Dongfeng Honda, the corporate the primary model since the establishment of the factory in 2004 is that the off-road vehicle CR-V. The off-road vehicles currently on sale include CR-V, XR-V and URV. The sales of the three off-road vehicles in 2018 reached 357,800 units, accounting for 49.65% of the entire sales accounted for half the whole sales, and its CR-V ranked firmly within the top ten of the SUV sales ranking.

Table 1. Comparison of the proportion of off-road vehicles between the nationwide and the Shenlong company(%)

Heading level	2014	2015	2016	2017	2018
Production of Off-Road Vehicles (Nationwide)	16.71	20.26	24.36	28.28	28.91
Production of Off-Road Vehicles (Shenlong)	16.19	25.76	18.98	28.63	29.60

3.2.3.2 Delay in the Development of New Energy Vehicles

When the normal automobile market is becoming saturated, only new energy vehicles are popular within the market, and therefore the Dongfeng Fukang ES500 electric vehicle was not placed on the market until 2018 by Shenlong. The sales volume that year was only 330. In 2019 within the year, there have been only 1,200 vehicles, accounting for only 1.06% of the annual sales volume, and it absolutely was completely unable fulfil

market demand. From 2014 to 2018, the quantity of recent energy vehicles registered within the country accounted for 1.77%, 2.65%, 2.91%, 4.48% and 7.51% of all vehicles in order. The increase in the proportion has accelerated year by year. During the period, the average annual growth rate of recent energy vehicles was 175.06%, the rapid development of latest energy vehicles benefited from new energy national subsidies and local subsidy policies, while the development of new energy vehicles of Shenlong lags behind the national average. From the perspective of the distribution of new energy vehicle brands across the country, the top eight new energy vehicle brands are BYD, Toyota, BAIC New Energy, Chevrolet, Roewe, JAC, Chery, and Jiangling. The number of new energy vehicles on the eight brands in the past 5 years are more than 100,000, and their total number of licenses accounted for 53.99% of all licenses, accounting for more than half of the new energy vehicle market. Among them, the four brands of BYD, Toyota, BAIC New Energy, and Chevrolet have higher market shares, reaching 12%, 9%, 8% and 8% respectively, and none of the Shenlong brands are on the list.

3.3 Opportunities

3.3.1 Shenlong's position of Chinese French Cars

On April 14, 2020, Dongfeng Motor Group announced that Renault intends to transfer its 50% stake in Dongfeng Renault to Dongfeng Motor Group. Dongfeng Renault ceased business activities related to the Renault brand, effectively declaring Dongfeng Renault's complete bankruptcy. At present, there are only two brands of Dongfeng Peugeot and Dongfeng Citroen in the French car brands in China. With the complete suspension of production of Dongfeng Renault and the sale of the Changan DS brand, as the final base for French cars, the French PSA Group and Dongfeng Company signed a strategic cooperation agreement in 2019 to extend the term of the joint venture contract to 2037 and further strengthen strategic cooperation. It will bring many opportunities for the future development of Shenlong. Wuhan and Hubei are strategic locations for China's automotive value chain and PSA Group. PSA Group has the ability and willingness to continue to invest in China, revive its performance, and support the success of Shenlong. The two brands of Dongfeng Citroen and Dongfeng Peugeot will certainly inherit the fine lineage of French cars and inherit the brand culture of French cars. The future of Shenlong should be better.

3.3.2 Wuhan's Car Purchase Subsidies and the Price Competitiveness of Shenlong

On May 14, the Economic and Information Technology Bureau of Wuhan Municipal Government announced that from now until December 31, 2020, all new users who purchase vehicles produced locally in Wuhan, sold locally and are licensed, can enjoy 3% of the purchase price of fuel vehicles. The government subsidy is up to 5,000 yuan, and the new energy vehicle subsidy is 10,000 yuan per unit. After the promulgation of this favorable policy, the two brands of Dongfeng Citroen and Dongfeng Peugeot under Dongfeng Automobile immediately responded to the promotion of preferential measures for car purchase policies. The full range of Dongfeng Citroen C6, Tianyi, Yunyi, C3-XR, etc. Can get government preferential subsidies ranging from 3000-5000 yuan per unit. On the basis of the government's favorable policy on car purchase, Dongfeng Peugeot will add all models of Dongfeng Peugeot 308, Dongfeng Peugeot 408, Dongfeng Peugeot 508L, Dongfeng Peugeot's new generation 2008 and e2008, Dongfeng Peugeot 4008, Dongfeng Peugeot 5008, and increase the policy to cover all subsidies. to benefit consumers, preferential car buyers.

3.4 Threats

French cars are currently embarrassing in China. Consumers have insufficient knowledge of French cars, and French cars have not been able to become mainstream cars. German, Japanese, and American cars have obvious characteristics, but French cars have always performed flat, especially the increase of Japanese cars, which cut off most of the market share of French cars [13]. Dongfeng Honda Automobile company in Wuhan Economic and Technological Development Zone has the same performance. Dongfeng's companies have not only overcome the impact of the Diaoyu Islands boycott of Japanese goods and the "engine throttle" incident, the output value of 2019 has exceeded 100 billion, and the sales volume has exceeded 700,000. In contrast, the French shareholders of Shenlong copied the European experience, believing that in the Chinese market, its competitors are also German cars such as Volkswagen, not Japanese ones. This positioning has led to a dilemma for Shenlong Motors in China. It can be seen from Table 2 that the value-added tax invoiced amount of Shenlong Company from January to August this year was 5.941 billion yuan, and the re-sale rate (that is, the current invoiced amount is the ratio of the invoiced amount in the same period) was only 43.26%. Honda did not arrive half of it, which is also 43.63 percentage points lower than the region's auto industry resale rate. Calculated from Wuhan's official resumption of work and production on March 11, Shenlong's value-added tax invoices reached 4.974 billion yuan from March 11 to August 31, and the resale rate was less than 50%, while Dongfeng Honda basically recovered to at the same time level.

Table 2. Resumption of production and sales in the development zone(100 million Yuan,%)

	January 1 – August 31		March 11 – August 31	
	Invoice Amount	Resale Rate	Invoice Amount	Resale Rate
Overall Development Zone	2655.93	83.16%	2150.67	88.18%
Development Zone	1114.21	86.89%	943.67	94.44%
Automotive Industry				
Dongfeng Honda	697.74	94.45%	596.17	99.95%
Shenlong	59.41	43.26%	49.74	48.05%

4. CONCLUSION

Given that the company's current capacity utilization rate is seriously insufficient, reducing staff is one of the effective ways. With the overall relocation of the first factory to the third factory and the upcoming sale of the second factory, the reduction of the first-line production line workers is indispensable. At the same time, as the organization shrinks, the administrative staff will also decrease. While doing a good job in the reduction of personnel, it is also necessary to maintain the relative stability of middle and high-level personnel, so that China and France can better communicate continuously and maintain the stability of business strategies. At the same time, we must also do a good job in the introduction of talents and the return of senior and old employees, so that the return of Peugeot and Citroen's Ministry of Commerce with sales operations can open up the previous sales channels. With the development of human resources, we will continue to implement the people-oriented concept, implement powerful recruitment, incentives, and training programs, comprehensively improve the quality of employees, and achieve the common growth of the company and employees.

According to the data, more and more young people are buying cars, and the young consumer groups have obvious characteristics of individuality and trend. Young consumers seek to be different when buying cars, pay attention to the appearance of the car, are more picky about the color and shape, and have a higher demand for on-board multimedia functions and interactive functions between cars and mobile phones. In terms of car purchase channels, young consumers prefer to purchase cars through the Internet through auto company APP and auto e-commerce platforms. Coupled with the psychological impact of the epidemic on consumers' door-

to-door car purchases, Shenlong should open an online store to cater to young people's online shopping behavior. At the same time, as the People's Daily and other media initiated the promotion of Hubei agricultural and sideline products, actively using national mainstream media and online shopping platforms such as Taobao and JingDong to promote Dongfeng Peugeot and Dongfeng Citroen on the entire network to further expand the brand visibility.

Pay close attention to the new changes and characteristics of domestic consumer market demand, and timely follow the trend of the global automobile market [14]. Dongfeng Peugeot and Dongfeng Citroen currently have two major brands, Dongfeng Peugeot and Dongfeng Citroen, with a total of 12 models on sale. Under the premise of maintaining the current best-selling models, Shenlong should appropriately reduce the number of models, adjust the production capacity ratio of each model and each displacement in real time according to the latest market trends, increase the agility of auto companies' production, and timely meet the needs of domestic consumers. Continue to increase the R&D and production of mid and high-priced models, accelerate the localization of imported model brands, and continue to meet the people's growing material needs for automobiles. At the same time, in view of the trend of saturation in the domestic first and second-tier cities, we must vigorously develop products suitable for the third and fourth-tier cities and rural markets to seize more market shares. Relying on China's "One Belt One Road" strategy, overcoming the unfavorable international situation of the Sino-US trade war, and exporting Shenlong Motors to more countries. Taking advantage of the dual brands, Dongfeng Citroen and Dongfeng Peugeot have each created star products of "one big and one small", and strive to achieve monthly sales of 15,000 to 20,000 units of big star products and over 10,000 for small star products Vehicles.

Since 2014, the sales of Shenlong Motors in China have fallen on a roller coaster. At the same time, dealers' unbearable inventory pressure and frequent withdrawals have also exposed the hidden dangers of channels. For this reason, dual-brand coordination and channel integration are very necessary, and the profitability and profitability of dealers will be further improved, thereby increasing sales. On the basis of retaining the existing 4S stores of the two brands of Dongfeng Peugeot and Dongfeng Citroen, the dual-brand collaborative store will give priority to selecting cities where neither Dongfeng Peugeot and Dongfeng Citroen are covered, or where a certain brand is blank. Come to open a new sales market. In addition, in terms of display, a certain area is required, and the two brand exhibition halls are independent of each other to ensure their different positioning and culture. The area does not expand, sales personnel does not increase, but the original exhibition hall layout and personnel allocation are changed, so the heaviest rent and personnel costs are almost zero. In addition, the two brands share the same after-sales maintenance workshop, and because most of the accessories and technologies are common, no more technicians are needed. Finally, in terms of operation management and advertising, the dual brands are exposed at the same time without repeated investment. Therefore, in terms of cost, brand collaboration has achieved "increasing revenue and reducing expenditure" [15].

Germany, France, Norway, Netherlands, the United Kingdom, Sweden and other countries have announced a comprehensive ban on the sale of fuel vehicles from 2025 to 2040. In accordance with the country's strategic deployment of promoting green development and building a beautiful China, it conforms to the "electrification and smartness" of automobile consumption. With the general trend of "sharing and sharing", new energy vehicles will be the mainstream of the future development of the automotive industry, and the development of new energy vehicles is imminent. Increase the research and development of energy-saving and environmental protection technologies, adhere to the simultaneous development of electric, hybrid, and hydrogen, actively create green products, promote breakthroughs in core technologies of "three powers", encourage alternative fuels such as natural gas and biological resources, and promote the diversified development of automobile energy. Focus on building new energy leading products of Shenlong Company, strive to achieve the forefront of the industry in the sales of new energy vehicles within 5 years, and gradually expand new energy vehicle

products from passenger vehicles to passenger vehicles and commercial vehicles. Focus on battery motor technology and fuel storage technology, and seek breakthroughs in some key subdivisions to further improve the energy efficiency of new energy vehicles and the convenience of charging.

The marketing field of Shenlong Automobile should achieve "three major changes", that is, change from a goal-driven type to a demand-driven type, cancel the bundling of outlet invoicing goals and delivery incentive tiers; start from basic capabilities, and set pragmatic and challenging goals; focus Channels, to achieve following the activation of outlets, and single store sales increase. Under the premise of effectively normalizing the epidemic prevention and control, Shenlong should focus on the three key tasks of sales increase, revenue and cost reduction, refinement of objectives and tasks, strengthen accountability, and pay close attention to implementation. The first is to implement full-staff marketing, grasp orders, and promote "open source"; the second is to reduce inventory, reduce outsourcing, eliminate waste, and "throttle"; third, strengthen quality control, smooth customer complaints and rapid response mechanisms, and comprehensively promote and improve quality To improve, through a series of powerful measures, we will go all out to reverse and reduce the impact and impact caused by the epidemic and other factors. In the end, strive to achieve an early turnaround.

This study is meaningful because it is that the first analysis using SWOT technique on the Chinese automobile market, which is a global major market. However, there are limitations in this the analysis is restricted to a selected automobile company which the analysis is short period. Therefore, future studies should be conducted to supplement these points.

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