

Research on management innovation of Internet platform enterprises

Bohong Liu

Lyceum of the Philippines University Manila ,Manila, Philippines, 999005

Abstract: The emergence and development of network economy is one of the most remarkable phenomena in the field of China's new economy in recent years. It not only completely changes the traditional business model, but also creates a new cognition and consumption concept for the consumer group, which has been widely concerned by the society. The rise of content platforms such as short video and live streaming has extended the scope of participants of network platforms to all walks of life. In addition to existing groups such as stars, enterprises and governments, people from all walks of life have also joined them. Platform economy has brought new vitality to the development of China's economy, and consumers' consumption concepts and ways have also undergone great changes. On the other hand, the development of China's platform enterprises has gradually changed from explosive growth to stable improvement. The era of barbaric growth of platform enterprises has passed, and the future will be more reasonable and compliant. The competition pattern of the entire industry will change from quantitative competition to qualitative competition. And the solution of such problems requires the comprehensive improvement of the management innovation ability of platform enterprises.

On the basis of the systematic research of the existing research results and related theories, this paper makes a preliminary analysis of the content of the management innovation of China's platform-based enterprises under the background of network economy. At the same time, this paper makes a detailed analysis of the management innovation ability of platform-type enterprises, and formulates a series of indicators for the evaluation of the management innovation ability of platform-type enterprises, hoping to have a certain effect on the related research of the evaluation of the management innovation of platform-type enterprises.

Key words: Platform enterprise, management innovation, network economy

1. Research background and significance

1.1 Research Background

In recent years, with the rapid rise of network economy, platform enterprises have become the focus of public attention. The emerging business models of short video marketing, anchors carrying goods and Internet celebrity e-commerce have begun to reshape the traditional business logic and injected new vitality into the transformation and development of China's current economy. China's complete industrial system of e-commerce, industry and manufacturing has begun to exert a more and more profound impact on the marketing and business models of traditional enterprises. More and more manufacturers begin to directly connect with consumers, the layers of channels can be reduced, and the efficiency of the entire supply chain is greatly improved. With the vigorous development of the digital economy, the platform economy has begun to inject strong impetus into the development of China's new economy. Many behaviors and habits of consumers and consumption concepts have been impacted and reshaped. Relying on numerous and diverse platforms, users can consume content independently. At the same time, with the development of China's Internet industry as a whole into the second half, the traffic dividend of major platforms has gradually disappeared, which also leads to the growth of platform-type enterprises from explosive to stable. The rise of platform economy makes traditional enterprises constantly break through the restrictions of regions, industries and technologies, creating a new communication space and transaction mode between sellers and users and buyers, which greatly reduces the transaction costs of both parties or parties, continuously expands the boundaries of the resources available for traditional enterprises, and can be an emerging force to promote the transformation and upgrading of China's economy.

1.2 Research significance

It is of great significance to improve China's platform-type innovation ability and market competitiveness. At present, many platform enterprises in China are becoming the new driving force of China's economic development, and their own management innovation and development are increasingly facing many bottlenecks. The research on the management innovation of platform enterprises can further promote the sustainability of their innovation and development, which has important practical significance. On the other hand, through the analysis of the influence factors of the platform enterprise management innovation, the establishment of the platform enterprise management innovation model, and then the initial analysis and evaluation of the entire platform enterprise management innovation ability, can provide a basic reference for management innovation. This is of great significance to overcome the current growth bottleneck of platform enterprises,

accelerate the further development of the industry, and then promote the overall development of China's emerging economy.

2. Research contents and methods

2.1 Research Content

This paper analyzes the status, stage of development and opportunities and challenges of platform-type enterprises in China's industrial development in the era of network economy, and analyzes and validates the importance of improving enterprise management innovation ability to get rid of the current development dilemma from multiple perspectives. This paper constructs the analysis and evaluation index of the management innovation ability of platform-type enterprises, and summarizes and selects the indicators suitable for the evaluation of the management innovation ability of platform-type enterprises at all levels through the analysis of the management innovation ability of platform-type enterprises, and forms its management innovation ability evaluation index system.

2.2 Research Methods

Systematic scientific research method. In the research stage of the platform enterprise innovation, the system science method is used to explore the management innovation system of the platform enterprise based on the network economy, as well as the system relationship such as the purpose, content and model of the platform enterprise management innovation.

Literature research method. Through the in-depth study of a large number of domestic and foreign data, combined with the existing research results, this paper analyzes the content, process and management innovation ability evaluation of platform enterprises from multiple perspectives, in order to provide more perfect management innovation solutions for the development of China's platform enterprises.

3. The influence of network economy on the management innovation of platform enterprises

The Internet economy has become an important booster of new driving forces for China's economic development. It has not only promoted economic construction, but also created new value, contributed tremendous energy to job opportunities, and played a huge role in transforming the country's economic development mode, adjusting the internal structure of the national economy, and improving the quality and effectiveness of economic growth. Network economy is not a traditional economic industry field, but a new type of economic infrastructure, and any industry that can join it can achieve rapid development.

It has improved the operation and management mode of platform-type enterprises. With the development of the industrial chain of network economy, the business model of platform enterprises has also been greatly improved, thus accelerating the pace of transformation. Commodity sellers can not only introduce products to consumers, but also answer their questions in time, and even provide product trials, so that consumers can feel the characteristics of products more intuitively, so as to complete the purchase more effectively, and greatly reduce the return and refund of consumers after shopping. At the same time, enterprises can more easily obtain products without having to bear the pressure of supply. This change has greatly improved the operation and management model of platform enterprises.

Promote the innovation of the business model of platform enterprises. With the maturity and improvement of the same type of economy for Chinese Internet celebrities, many people have found that the Internet economy brings higher economic returns, and it has gradually become an important employment choice for contemporary young people, which has driven the birth of different Internet economic industrial chains to a certain extent. In the industrial chain structure of China's Internet celebrity economy, there are companies responsible for online sales training, dissemination and distribution of specific short videos, e-commerce and other platform companies, through the sale of products and services to make money. From the perspective of the industrial chain structure of the Internet celebrity economy, its development is relatively complete and mature, which can effectively promote the innovation of the business model of enterprises, so that enterprises can adapt to the development of the Internet celebrity economy.

Reduce the operating and marketing costs of platform-type enterprises. With the rapid development of network economy, the social structure of "company + employee" began to undergo great changes, traditional enterprises began to disappear, and new individuals began to spring up, they will become independent social and economic entities. The Internet can accurately and efficiently connect all kinds of social needs with service providers, thus changing the pattern of society. The core idea of platformization is to provide more development opportunities for individuals, so that they can stand out in an industry with fierce international competition. The company of the future will no longer be limited to a closed system, but will expand its scope and build an inclusive and scalable platform. At the same time, user experience feedback can be delivered to enterprises in a more timely manner, which greatly reduces the operation and marketing costs of traditional enterprises, and also improves the operation efficiency of the entire industry supply chain and social economy.

4. Evaluation index of management innovation ability of platform-type enterprises

Platform-type enterprises are different from ordinary enterprises. Their radical expansion development mode, flexible organizational

structure and flexible and diversified corporate culture make the management innovation content of platform enterprises different from traditional enterprises. On the other hand, compared with traditional enterprises, platform enterprises are characterized by open operation and link cooperation. They do not participate in the creation of core value of end users, but attract, gather and match independent supply and demand to match and complete transactions. The management innovation of platform enterprises mainly takes strategic innovation, business model innovation, organizational innovation and cultural innovation as the core. The four key contents of the platform enterprise management innovation influence and interact with each other, and jointly promote the smooth implementation and operation of the enterprise's overall management innovation activities. As the leader and important strategy of the whole enterprise operation and development, strategic management innovation plays a leading role in business model management, organizational management and cultural management. Organizational management and cultural management, in turn, play a positive role in supporting the smooth implementation of strategic management. Organization and enterprise organization management provides powerful organizational structure, system and process guarantee for the smooth implementation of strategic management; Cultural management provides strategic management with good spiritual motivation and innovative atmosphere guarantee. In turn, the operation of business model can form a timely feedback mechanism for strategic management, and the managers of enterprises can further adjust and improve the strategic management of the whole enterprise according to the feedback.

When evaluating the ability of management innovation, the principle of objectivity and justice should be followed, and all indicators should be complementary, so as to build a complete evaluation system, which should have a certain stability and moderate flexibility. The evaluation of enterprise management innovation ability is still in its initial stage, so when selecting indicators, comprehensive indicators with universality should be adopted as far as possible to ensure the possibility of data. When constructing the evaluation system, it should be ensured that the selected indicator data is easy to obtain and quantify, so as to better evaluate its effectiveness.

4.1 Innovation capability of strategic management

According to the connotation and function of strategic management innovation ability, this paper chooses the platform enterprise's strategic planning and layout ability, strategy execution ability and strategy feedback control ability as the index of this item.

Strategic planning and layout ability

Strategic planning refers to a series of decisions and processes through the analysis of the enterprise's strategic environment to formulate strategic objectives and strategic plans. Strategic planning mainly involves two important aspects of enterprise strategic environment analysis and strategic plan formulation. Enterprise strategy is to match the overall situation of the enterprise with the opportunities and threats in the environment, so the comprehensive analysis of the strategic environment is extremely important.

Strategy execution capability

Enterprise strategy execution ability refers to the ability of all employees of the enterprise to work together to implement the strategic decisions and business plans of the enterprise and achieve the strategic objectives of the enterprise. The strategic execution ability is the bridge to transform the enterprise goal into the actual effect, and its quality is directly related to the smooth realization of the enterprise business goal. By combing the existing literature, we can find that the good strategic execution mainly includes three elements: organizational structure, resource management and corporate culture.

Strategic feedback controls the effectiveness

Strategic control ability refers to the ability to make timely and effective adjustment of strategic deployment due to the change of environment or deviation of strategy implementation in the process of strategy implementation. Excellent strategic control ability is the guarantee of the success of enterprise strategic management. Good strategic feedback ability is reflected in the timely perception of environmental changes and the evaluation of strategic effectiveness.

4.2 Business model management innovation ability

According to the content and focus of business management innovation ability, the profitability, market share and growth potential of platform-type enterprises are selected as the indicators of this item.

Profitability of enterprises

The profitability of an enterprise is the key to the survival and development of an enterprise. Profitability refers to the ability of an enterprise to earn profits, and is one of the important indicators to test the overall operation of an enterprise. Its strength affects the sustainable development ability of an enterprise, and its specific content covers the revenue scale, net profit, return on equity, cost and expense utilization rate of an enterprise.

Market share

Market share is the market share, refers to the proportion of the market demand of the enterprise in the industry demand, with its

different units of measurement, can be divided into market capacity share and market value share. The commonly used calculation methods of market share have the overall market share as the market share of the service and the relative market share.

Growth potential of enterprises

The growth of an enterprise refers to the growth ability of an enterprise, which is not only manifested in continuity, but also manifested in expansion, that is, in a long period of time, all aspects of the ability from weak to strong an expansion process. The growth of an enterprise includes the accumulation of quantitative changes and the occurrence of qualitative changes to a certain extent. The growth potential of an enterprise mainly includes business expansion ability, future development ability, technology and business model innovation ability and so on.

4.3 Organization and management innovation ability

According to the content and focus of business management innovation ability, the perfection of organizational structure, the soundness of system and process and the level of inter-departmental cooperation of platform enterprises are selected as the indicators of this item.

The perfection of organizational structure

A perfect organizational structure is mainly reflected in four aspects: organizational management ability, organizational adaptability, organizational operation ability and organizational innovation ability. Improving the organizational structure of an enterprise is related to the sustainable development of the internal organizational structure of an enterprise, and is an important basis and guarantee for the implementation of the strategic objectives of a platform-type enterprise.

System process soundness

Sound rules and regulations play an important role in regulating the behavior of platform enterprises and employees, establishing the image of enterprises, realizing the normal operation of enterprises and promoting the long-term development of enterprises. Perfect enterprise system can make the company's internal staff work enthusiasm has been widely mobilized, the work of the enterprise can be carried out smoothly, the work efficiency will be greatly improved, the overall benefit of the enterprise will continue to be improved, the strategic policy of the enterprise can be successfully realized.

The level of inter-departmental cooperation

The core of enterprise internal collaboration is to establish an internal collaborative monitoring and communication mechanism through the internal culture and management system of the enterprise, to break the barriers among various organizations within the enterprise to the greatest extent, improve resource utilization, and maximize the value of the overall value chain. The connotation of internal collaboration of an enterprise should include horizontal coordination and vertical coordination

4.4 Innovation ability of cultural management

According to the content and focus of cultural management innovation ability, this paper selects the employee turnover rate, employee satisfaction with the enterprise, enterprise innovation and learning atmosphere as the indicators of this item.

The dimission rate of enterprise employees

Turnover rate is an important index used by enterprises to measure the flow of human resources within enterprises. Through the investigation of turnover rate, enterprises can understand the attraction and satisfaction of employees. The high turnover rate generally indicates that the employee mood of the enterprise is more volatile, there is a serious contradiction between labor and capital relations, and the cohesion of the enterprise is decreased, which can lead to the increase of human resource costs and the decline of organizational efficiency. However, it does not mean that the lower the turnover rate of employees, the better. In the market competition, maintaining a certain turnover of employees can enable enterprises to take advantage of the talent competition system of the superior and the inferior, and maintain the vitality and innovation consciousness of enterprises.

Employees' satisfaction with the enterprise

Employee satisfaction refers to the satisfaction of an individual as a professional. It is the cognitive evaluation of organizational members on their work characteristics, and the attitude and emotional reflection of employees on whether they are satisfied with various aspects of work after comparing the gap between the actual value and the expected value.

Enterprise innovation and learning atmosphere

The innovation and learning atmosphere mainly includes enterprise communication atmosphere, leadership support, organizational motivation and employees' willingness to innovate. Enterprise innovation atmosphere can promote the innovation willingness of employees in the innovation process, which has an important impact on the innovation performance of enterprises. For innovation atmosphere, no matter it affects people or the enterprise system, the final result is to create a radical, fast and efficient new environment to stimulate people's innovation, which has reached the goal of enterprise innovation.

5. Research conclusion

The development of the network economy has completely subverted the traditional business model, and at the same time, all walks of life linked by it have achieved rapid development. At present, the development of China's platform enterprises has gradually changed from explosive growth to stable promotion, the era of barbaric growth of platform enterprises has passed, and the future will be more rational and compliant, and the competition pattern of the entire industry will change from quantitative competition to qualitative competition. Therefore, this paper takes the management innovation of platform-type enterprises under the development of network economy as the research content, takes the driving factors of management innovation as the entry point, and explores the composition and interrelationship of each dimension of management innovation of platform-type enterprises from a systematic analysis of the management innovation content of platform-type enterprises to a separate discussion of each element of the system. The evaluation index of platform enterprise management innovation is established, which is composed of strategic management innovation, business model management innovation, organizational management innovation and cultural innovation management. It also holds that enterprises can improve their management innovation by effectively improving their strategic acuity, continuously optimizing the platform business model, systematically improving the organization and management mechanism of enterprises, and gradually promoting the renewal and iteration of corporate culture.

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About the author: Author: Bohong Liu ,Gender: Male ,Date of birth: May 4,1988,Research direction: Business Management