

Research on the Reform of Enterprise Management Mode under the Background of Economic Structure Transformation

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Abstract: The traditional enterprise management model faces many challenges, such as the rapid change of market demand, the acceleration of technological innovation and the requirements of sustainable development of policy environment. This paper deeply discusses the influence of economic structure transformation on enterprise management, analyzes its core characteristics and driving factors, and puts forward the path and strategy of enterprise management model reform from the aspects of strategic transformation, development-driven model transformation, industrial chain cooperation optimization, dynamic price mechanism construction, technological innovation investment and management mechanism improvement. The research reveals the new characteristics and trends of enterprise management mode reform under the background of economic structure transformation, aiming at providing targeted suggestions for enterprise management practice, and providing theoretical reference for the government to formulate relevant policies, so as to promote enterprises to achieve sustainable development in the new era.

1. Introduction

At present, the global economy is undergoing profound structural changes, and countries have adjusted their economic development strategies to adapt to the new international competition pattern and the trend of technological progress. As the second largest economy in the world, China's economic restructuring is particularly noticeable. Since the reform and opening up, China's economy has undergone a transformation from a planned economy to a market economy, and in recent years, it is facing new challenges from a high-speed growth stage to a high-quality development stage. This transformation process not only involves the optimization and upgrading of industrial structure, but also profoundly affects the operating environment, management model and development strategy of enterprises.

Under the background of economic structural transformation, the traditional enterprise management model is increasingly showing its limitations. On the one hand, the rapid change of market environment requires enterprises to have higher flexibility and innovation ability [1]; On the other hand, the application of new technology and the diversification of consumer demand put forward higher efficiency and service quality requirements for enterprises [2]. Therefore, how to explore the enterprise management mode suitable for the development of the new era under the

background of economic structure transformation has become the focus of theoretical and practical circles.

Scholars at home and abroad have conducted extensive and in-depth research on the reform of enterprise management mode. Early research mainly focused on the discussion and application of classical management theories, such as Taylor's scientific management theory and Fa Yueer's general management theory. With the development of information technology and the acceleration of globalization, scholars began to pay attention to new management modes such as knowledge management, process reengineering and network organization [3]. In recent years, with the rise of digital economy, the application of big data, artificial intelligence, blockchain and other technologies has provided new opportunities and challenges for enterprise management model innovation. For example, some studies have pointed out that digital transformation can help enterprises realize the automation of business processes, the intelligence of decision-making and the innovation of business models [4]. At the same time, some scholars stressed that in the process of economic restructuring, enterprises need to pay more attention to social responsibility and sustainable development, and build a harmonious labor-capital relationship and a good corporate culture [5].

Although the existing research results are fruitful, the economic restructuring is a complex and dynamic process, and the transformation pressures and path choices faced by enterprises of different industries and sizes are also significantly different. Therefore, the purpose of this study is to explore the internal logic, key factors and influencing mechanism of enterprise management mode reform in the process of economic restructuring in combination with the unique background of economic transformation in China. This study tries to reveal the new characteristics and trends of enterprise management mode reform under the background of economic structure transformation, and provide more targeted management practice suggestions for enterprises and theoretical reference for the government to formulate relevant policies.

2. Connotation of economic structure transformation

The transformation of economic structure refers to the fundamental changes in the industrial structure, demand structure and factor structure of a country or region in the process of economic development. This transformation is usually accompanied by the renewal of economic system, the transformation of economic growth mode and the improvement of economic structure [6-7]. The optimization and upgrading of industrial structure is the core content of economic structure transformation [8]. It involves the reduction of the proportion of traditional industries, the increase of the proportion of emerging industries and high-tech industries, and the upgrading and modernization of industrial structure. The adjustment of industrial structure can not only improve economic efficiency, but also promote sustainable economic development [9].

The adjustment of demand structure refers to the change of the proportional relationship among consumption demand, investment demand and export demand. In the process of economic restructuring, the proportion of consumer demand will usually increase, while the proportion of investment demand and export demand will relatively decrease. This adjustment is conducive to the steady growth of the economy and the ability to resist external shocks. The optimization of factor structure involves the allocation of labor, capital, technology and other production factors and the improvement of efficiency. In the process of economic restructuring, the quality of the labor force will be improved, the accumulation of capital will pay more attention to efficiency, and technological innovation will become the main driving force for economic growth. The coordinated development of regional structure means that the level of economic development and industrial structure between different regions tend to be balanced. In the process of economic restructuring,

the economic development of backward areas will be strengthened, and the gap between regions will gradually narrow.

The transformation of economic structure also involves the promotion of a country or region's competitiveness in the international market. Through the upgrading of industrial structure and the enhancement of innovation ability, the products and services of a country or region can gain greater market share in the international market. The ultimate goal of economic restructuring is to improve people's living standards and social welfare. By providing more employment opportunities, improving public services and raising the level of social security, economic restructuring is conducive to the all-round progress of society and the all-round development of people.

3. Analysis of the influence of economic structure transformation on enterprise management

3.1. The core characteristics and driving factors of economic structure transformation

The transformation of economic structure involves adjusting industrial structure, demand structure, factor input and technology structure to promote the transformation of economic growth mode from extensive to intensive. The core features of this process include the upgrading of industrial structure, such as the increase in the proportion of tertiary industry and the development of high-tech industries; With the upgrading of consumer demand, the consumption pattern of residents has shifted from food and clothing to the pursuit of quality and individuality; Driven by technological innovation, technologies such as big data and artificial intelligence make the industrial chain digital and intelligent; As well as the strengthening of policy guidance, the government guides enterprises to green transformation and sustainable development through various policy measures, such as using tax incentives and industrial funds to encourage carbon emission reduction.

3.2. The influence dimension of economic structure transformation on enterprise management

(1) Changes in market demand force the adjustment of management mode

The change of market demand urges enterprises to adjust their management mode to cope with the pressure of upgrading products and services. Consumers' increasing demands for quality, brand and technology push enterprises to shift from scale expansion to value creation. For example, Haier Group directly meets the needs of users and production through the "one person and one person" model, which enhances the product innovation capability. The data shows that in 2019, the R&D investment in China's home appliance industry increased by 18%, and the market share of high-end products increased by 12% [10]. In addition, the rapidly changing consumer demand requires enterprises to speed up the market response and shorten the R&D cycle. Otherwise, it may lead to slow decision-making, missed market opportunities and even great economic losses due to organizational rigidity (see Table 1).

Table 1 Comparison of market demand changes in different industries

Industry	Pre-transformation characteristics	Post-transformation characteristics	Adjust the direction of management mode
Manufacturing industry	Standardized batch production	Customized flexible production	Collaborative optimization of supply chain
Service sector	Single function service	Full chain ecological service	Digital platform integration

(2) Adaptive transformation of organizational structure and operational efficiency

In order to improve operational efficiency, enterprises are pushing the organizational structure to be flat and agile, and speeding up digital construction. The traditional multi-level architecture is

difficult to cope with rapid changes. Huawei adopts the "iron triangle" model, integrates account managers, solution experts and delivery experts, shortens the decision chain, and improves the response efficiency by 40% [11]. At the same time, digital transformation has become the key, and enterprises need to build a data-driven decision-making system. For example, Tencent uses cloud computing and AI to optimize advertising, which will increase the user conversion rate by 15%. These changes have effectively enhanced the market competitiveness of enterprises. The impact path of digital transformation on management efficiency is shown in Figure 1.

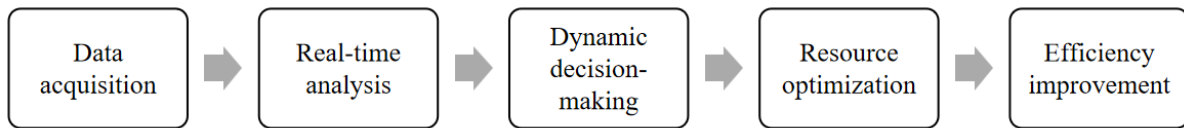


Figure 1 The influence path of digital transformation on management efficiency

(3) The dual challenges of technological innovation and human resource management

Technological innovation and human resource management are facing double challenges. High-tech enterprises need to continuously increase R&D investment (at least 5%), while some traditional enterprises are less than 1%, which means there is a risk of technological fault. Economic transformation has given birth to the demand for "technology+management" compound talents, and the shortage of high-end talents is prominent, and 60% of enterprises say it is difficult to recruit and retain such talents [12]. For example, Table 2 shows the indicators of enterprise talent structure transformation. To this end, some enterprises, such as Tencent, incubate new projects through the "internal entrepreneurship plan" to effectively retain core talents while promoting innovation [13].

Table 2 Comparison of indicators of talent structure transformation in enterprises

Index	Traditional enterprises (2015)	Enterprises in transition (2025)	Amplitude of variation
Proportion of technicians	15%	35%	+133%
R&D investment ratio	2.1%	6.8%	+224%
Proportion of employee training investment	1.2%	3.5%	+192%

(4) Policy environment and sustainable development constraints

The requirements of policy environment and sustainable development are forcing enterprises to carry out green transformation and adapt to the reconstruction of international trade rules. Environmental protection policies promote enterprises such as BYD to increase research and development of new energy vehicles. Although the sales volume increased by 25% in 2019, it still needs to face the problems of battery technology update and insufficient charging facilities. At the same time, Sino-US trade friction has increased the cost of some export-oriented enterprises, prompting the industrial chain to shift to Southeast Asia, such as Foxconn setting up a factory in Indonesia. These changes together urge enterprises to adjust their strategies to achieve sustainable development and cope with the uncertainty of the international market.

4. The path and strategy of enterprise management mode reform

4.1. Strategic transformation, conforming to economic restructuring

Under the macro background of economic restructuring, enterprises should first carry out profound changes at the strategic level. The transformation of economic structure means changes in market demand, industrial structure and policy orientation. Enterprises need to pay close attention to these developments and re-examine their position in the market. With the tightening of

environmental protection policies, traditional industries with high pollution and high energy consumption are facing great challenges. Relevant enterprises should adjust their strategies in time, transform to green and low carbon, incorporate environmental costs into their strategic planning, and explore new development paths through management innovation and technological innovation, so as to adapt to the new requirements brought about by economic restructuring and win the initiative in the new market environment.

4.2. Change the development-driven model and strengthen market orientation

Under the traditional cost-driven development model, enterprises often organize production only according to the demand of the end market, ignoring the changes of the upstream means of production. In the period of economic restructuring, the disadvantages of this model are becoming more and more prominent and the operational risks are increasing. Enterprises should change to the market-driven development model and comprehensively consider the upstream and downstream two-way market dynamics. Taking manufacturing enterprises as an example, we should not only accurately grasp consumers' demand for product functions, styles and prices, but also pay close attention to factors such as price fluctuation in raw material market, supply stability and economy of alternative materials. Through this two-way market-driven development model, enterprises can flexibly adjust their production and business activities, find dynamic profit space in a complex and changeable market environment, enhance their ability to resist market risks and realize sustainable development.

4.3. Optimize the cooperation mode of industrial chain and promote vertical coordinated development

The transformation of economic structure has reshaped the pattern of market competition. In the past, price alliance, which was formed by horizontal alliances among enterprises, was difficult to sustain in a more open and transparent market environment. Enterprises should actively change to the coordinated development of vertical industrial chain. In the era of highly developed digitalization and informatization, information circulation and logistics distribution among all links in the industrial chain are more efficient and convenient, which creates favorable conditions for enterprises to carry out in-depth collaboration with upstream and downstream partners. By establishing close cooperative relations with suppliers and distributors, enterprises can realize information sharing and complementary resources, jointly tap the value-added space of industrial chain convergence, enhance the competitiveness of the whole industrial chain, and enhance their ability to resist risks in market fluctuations. For example, the deep cooperation between automobile manufacturers and parts suppliers can achieve seamless connection in product research and development, production planning and inventory management, which can not only improve production efficiency, but also reduce costs and improve product quality and market response speed.

4.4. Constructing dynamic price mechanism to cope with market price fluctuation

In the process of economic structure transformation, the vitality of market economy is enhanced, and commodity prices fluctuate frequently under the influence of many factors. Enterprises need to build a perfect dynamic price transmission mechanism and strengthen the analysis and early warning ability of price fluctuations. On the one hand, it is essential to pay close attention to the price changes and transmission paths of upstream and downstream products. A deep study should be conducted on the influence of domestic and international market supply and demand relations, import and export policies, cost changes, and other factors on prices. This will enable timely and

accurate monitoring of price trends and provide a scientific basis for enterprise production and operation decisions. On the other hand, there should be flexible use of financial instruments to hedge against price risks. For example, in the face of large fluctuations in international crude oil prices, energy enterprises can lock in the purchase or sales price in a certain period by participating in the hedging operation in the futures market, so as to reduce the impact of unreasonable price fluctuations on the business performance of enterprises and ensure the stable operation of enterprises in a complex price environment.

4.5. Increase investment in technological innovation and improve the scientific and technological content of products

Under the background of economic restructuring, technological innovation has become the key for enterprises to enhance their core competitiveness. With the vigorous development of emerging technologies such as artificial intelligence, big data and new energy, enterprises should actively embrace new technologies, increase investment in research and development, and encourage internal innovation behavior. By introducing advanced technology, the technological content and added value of products can be improved to meet the increasingly diversified and high-end needs of consumers. Electronic consumer products enterprises use artificial intelligence technology to develop products with more intelligent interactive functions, improve user experience, and thus stand out in the fierce market competition. Technological innovation helps enterprises to improve production efficiency, reduce production costs, achieve green and sustainable development, and meet the requirements of economic restructuring for the quality and efficiency of enterprise development.

4.6. Improve the management mechanism to ensure the smooth implementation of the reform

The success of enterprise management model reform can not be separated from the corresponding management mechanism. First of all, it is necessary to establish a unified and efficient decision-making mechanism to ensure that enterprises can make decisions quickly and accurately around the new development goals under the economic restructuring and coordinate the relationship between quality and efficiency, short-term and long-term goals when facing the complex and ever-changing market environment. Secondly, optimize the human resource management mechanism by strengthening employee training and talent recruitment. Enhance employees' adaptability to new management models and technologies, and attract talents with innovative abilities and cross-disciplinary knowledge to join the enterprise, thereby providing intellectual support for enterprise reform. In addition, an effective supervision and feedback mechanism should be established to find out the problems in the process of change and adjust them in time to ensure the smooth progress of management model change along the predetermined goal.

5. Conclusion

Under the background of economic structure transformation, the change of enterprise management mode is the key to cope with the change of market environment, technological innovation and policy orientation. Through in-depth analysis, this study found that enterprises need to carry out profound changes at the strategic level, including adapting to changes in market demand, industrial structure and policy orientation and repositioning their roles in the market. Enterprises should change from the traditional cost-driven development model to the market-driven development model in management, and comprehensively consider the upstream and downstream two-way market dynamics to enhance the ability to resist market risks. At the same time, enterprises

should optimize the cooperation mode of industrial chain, promote vertical coordinated development, realize information sharing and complementary resources by establishing close cooperation with suppliers and distributors, and enhance the competitiveness of the overall industrial chain. Enterprises also need to build a dynamic price mechanism, strengthen the analysis and early warning ability of price fluctuations, and flexibly use financial instruments to hedge price risks. In terms of technological innovation, enterprises should increase R&D investment, encourage internal innovation behavior, and enhance the scientific and technological content of products to meet the increasingly diversified and high-end needs of consumers. The improvement of management mechanism is also the key to ensure the smooth implementation of the reform. Enterprises need to establish a unified and efficient decision-making mechanism, optimize the human resource management mechanism, strengthen staff training and talent introduction, and build an effective supervision and feedback mechanism to ensure the smooth progress of management model reform along the predetermined goals. The reform of enterprise management mode under the background of economic structure transformation is a complex and dynamic process, involving many adjustments and innovations. Enterprises need to constantly adapt to changes in the external environment and strengthen internal management in order to achieve sustainable development and long-term competitive advantage.

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