

Research on the digital transformation of small and medium-sized enterprises based on organizational remodeling

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Abstract: In recent years, with the increase of economic strength, this has made the country's scientific and technological level capability unprecedented. With the continuous update and iteration of the Internet and big data, the emerging term "digital economy" came into being. Since the United States launched the "Digital Economy Agenda", the digital economy, digital transformation, digital survival and digital life have become an vital part of people's lives in different countries and scopes around the world. The development of the digital economy is centered on the message industry. With the improvement of Internet technology, it is an important development tool to promote the modernization of enterprises. The most vital thing is that the purpose of developing the digital economy is to enhance the country's comprehensive capabilities and continue to enhance the country's international status. This paper is based on organizational remodeling. The key to the success of digital transformation lies in actively adapting to the digital transformation of enterprises through internal changes in the organization, that is, to overcome organizational inertia and inertia from the perspective of internal organizations, and to achieve internal emphasis on organizational strategy, structure, governance mechanism, and talent management. plastic, and finally realize the digital transformation of enterprises.

1. Introduction

The digital economy is based on digital knowledge and information as the key production factors, digital technology innovation as the core driving force, and through the deep integration of digital technology and the real economy, to continuously improve the digital and intelligent level of traditional industries, and to accelerate the reconstruction of economic development and government governance. The new economic form of the model [1]. In today's world, science and technology are advancing rapidly, and the new generation of information technology represented by 5G, big data, artificial intelligence, cloud computing, AR/VR, blockchain, etc. is increasingly becoming an important driving force for global economic development [2]. In recent years, with the continuous enhancement of the country's political and economic strength, my country's scientific and technological strength has also achieved unprecedented development. With the continuous updating and iteration of the Internet and big data, the emerging term "digital economy" came into being [3]. Under the wave of digital transformation, the research on the transformation of enterprise production driven by digital technology and then the transformation of enterprise management and organization has become the focus of theory and practice, that is, driven by big data technology to improve production efficiency and create value has become the consensus of all enterprises in digital transformation [4]. The development of the digital economy is centered on the information industry. With the development of Internet technology, it is an important development tool to promote the modernization of enterprises [5]. The most important thing is that the purpose of developing the digital economy is to enhance the comprehensive capability of the country and continuously improve the international status of the country [6]. The characteristics of the digital economy are that data has become the latest key production factor, and digital technology innovation provides a steady stream of power. In this context, the production, organization, and marketing modes of enterprises are accelerating the transformation, and digital transformation of enterprises has become the trend of future development [7].

2. The role of organizational remodeling in the digital transformation of SMEs

2.1. Organizational learning and organizational inertia

Hannan and Freeman pioneered the study of "structural inertia" as an academic concept. Subsequent related studies also use "organizational inertia" to express a similar meaning, that is, organizational inertia is the work behavior tendency to maintain or maintain existing work activity patterns and habits in the organization [8]. In an uncertain environment, organizational inertia has increasingly become the main factor restricting the development of enterprises. In today's economic globalization, the orderly, stable and long-term development strategy pursued by the leaders of enterprise organizations is being blocked by various forces such as changing technologies, values, consumer behavior, and policies. "Reform" has become the only way for enterprises to survive and develop, and become a wave of the world. Different levels of organizational learning can have a significant impact on overcoming organizational inertia [9]. From the appearance, the organizational inertia of an enterprise is manifested as the solidification of the organizational model, but in-depth analysis will reveal that organizational inertia is the "double lock" caused by path dependence in the process of adapting and changing the environment. Economists and management scientists have long realized the existence of internal stability requirements and the characteristics of resistance to change (ie inertia) in their research on the development of enterprises. Organizational inertia refers to the tendency to maintain the original behavior and resist environmental changes, which is prevalent in the process of organization formation, development and change. Its essential feature is "not easy to change", which is a dynamic accumulation process [10].

The emergence of new technologies such as big data provides favorable conditions for enterprise transformation. The essence of the process of enterprise digital transformation is the transformation from "industrial management mode" to "digital management mode". "Double lock-in" first refers to the lock-in of the technological environment, institutional environment and cultural environment on the choice of the enterprise environment. The premise of the enterprise's survival is to adapt to the requirements of the environment, which is the condition for the enterprise to obtain "legitimacy", but environmental changes lead to this premise. Second, the change refers to the lock-in caused by the combination of enterprise technology, system and concept. The premise of enterprise development is to innovate on the basis of adapting to the environment. This is the condition for the enterprise to obtain a competitive advantage, but it is based on the high degree of innovation. Organizational models ultimately constrain an organization's ability to adapt to changing circumstances.

2.2. Organizational change and disruptive innovation

Innovation is the first driving force for enterprise development, and enterprises need continuous innovation to achieve sustainable development. Why do many well-managed companies perform well in innovation in their original business areas, but they are always powerless in the face of disruptive innovation. The integration of emerging technologies such as big data and blockchain with enterprise transformation has gradually become the focus of scholars in recent years. Technological innovation can be divided into two categories, namely continuous technological innovation and disruptive technological innovation. Seizing disruptive technological innovation is the key to the survival and development of an enterprise. Regarding the research on disruptive innovation at the enterprise level, from an organizational perspective, although some large companies recognize the importance of overhaul and innovation, companies may not be able to reform effectively due to internal cultural inertia or rigid bureaucracy. Continuous technological innovation refers to continuous upgrade and iteration along the original technical route, and continuous improvement of performance to better meet customer needs and expand the existing market.

In fact, some companies are unable to further adjust the resource mix or develop new functional programs in response to external changes because they have already invested a lot of resources in existing projects. Disruptive technological innovation refers to the emergence of new opportunities

in technological change, changing the original technological route, reducing a certain degree of performance in exchange for advantages such as convenience and economy, thereby creating an emerging market. Through the theoretical review and literature review of organizational theory, organizational change and digital transformation, and disruptive innovation, it is found that domestic and foreign scholars have conducted in-depth research on traditional organizational theory, which provides a favorable theoretical guidance for this paper to further analyze the internal transformation of organizations. Disruptive technological innovation changes the original technological logic, and innovation accelerates after the technological inflection point until it replaces the previous generation of technology. When the new technology route crosses the technological inflection point, it will realize a comprehensive replacement of the previous generation technology.

3. The road to digital transformation of SMEs

3.1. The necessity of digital transformation of SMEs in my country

At present, the digital transformation of SMEs has a special role. Research shows that by 2020, the global digital industry will be worth \$10 trillion. The digital economy has given birth to a series of new business forms, new economies and new models. Digital transformation is changing the matching model of resources and demands in traditional industries and the value creation model. The existing resources of existing industries and technological increments in emerging fields are promoting the industrial ecology. Refactor. At present, many companies are using big data and the Internet to carry out corporate reforms, but few companies have a clear blueprint for digital transformation. From a macro perspective, the contemporary economic society is undergoing a transformation from the traditional technological and economic paradigm to the digital economic paradigm driven by the innovative application of digital technology and economy. The new round of technological revolution brought by digitalization will bring unprecedented strategies to my country's economic development. Sexual opportunities and directional guidance. At present, many enterprises are carrying out corporate transformation based on massive data, the Internet, etc., but few enterprises have a clear blueprint for the transformation to digital technology. The role of SMEs in the industrial structure is changing, and their competitive positions in the industrial chain are also adjusted accordingly. Facing new opportunities to realize economies of scale and expand application scenarios, they are accelerating their entry into the era of digital transformation. The digital transformation of enterprises has become a major trend of the times. How small and medium-sized enterprises respond to the external environment of continuous digitalization and the constantly competitive market environment has become the key to determine whether they can successfully transform. The popularization and application of information technology has brought about major changes in industrial development conditions and market demand characteristics. Public manufacturing and social innovation are showing their unique vitality. Small and medium-sized enterprises have become the main body of the new ecology of endogenous regional industrial organizations.

The digitization of businesses has become a modern trend. How to compare SMEs with the external, sustainable digital environment and competitive environment, and maintaining a fierce market environment is also the key to the success or failure of the transformation. Compared with the traditional economy, a distinctive feature of the digital economy is open innovation. Due to the improvement of communication infrastructure, 5G communication technology and the Internet upgrade, the popularization of the Internet of Things and the rapid development of artificial intelligence technology have accelerated the close connection of global supply chains, industrial chains, and value chains. Data is a new factor of production. moving at high speed around the world. The advent of the global digital economy has brought companies a broad market and development prospects, as well as new challenges. With the beginning of global trade, the pressure of competition in the international market continues to increase, and foreign enterprises rely on advanced information science and technology to continuously update and upgrade their production

processes, save a lot of manpower and material resources, and reduce costs.

3.2. The digital transformation path of SMEs in the digital economy era

Innovation is the soul of a country's progress and the source of power for a country's prosperity. Xi Jinping emphasized that focusing on innovation is focusing on development, and seeking innovation is seeking for the future. The development of a country is inseparable from the driving force of innovation, and the development of small and medium-sized enterprises is even more inseparable from innovation. According to the type and characteristics of the industry, a targeted, operability, and precise guiding and supportive policy system shall be introduced, and innovative policy pilot projects related to the digital transformation of enterprises shall be carried out. The value realization model of the enterprise is shown in Figure 1.

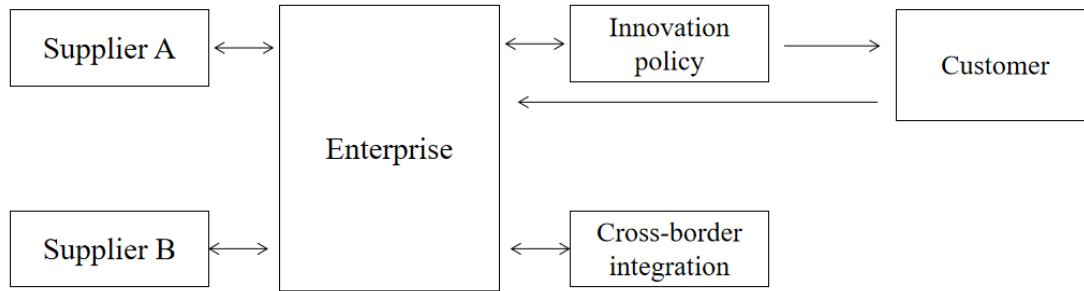


Figure 1 The value realization model of an enterprise

Innovation is the key soul of a country's development and the main source of national prosperity. To master innovation is the main driving force for the pursuit of development, development and innovation is the pursuit of the future, the development of a country is also inseparable from the power of innovation, and the development of small and medium-sized enterprises is also inseparable from the innovation of new technologies. Encourage government departments, universities, research institutions and enterprises to cooperate and jointly build a common technology collaborative innovation platform, cultivate digital service providers, build industrial, ecological and symbiotic organizations based on the digital economy, and promote the cross-border integration of digital technology and traditional fields to continuously generate new business formats , the new mode. Small and medium-sized enterprises can use digital technology to continuously adjust their own value chain, streamline production process, optimize product structure, and continuously increase the added value of products. Further improve the digital technology industry application standards, regulate and manage digital technology-related industries, and provide a good and orderly external environment for the digital transformation of small and medium-sized enterprises. The most important thing is that enterprises should make full use of the digital economy in this period, deepen the analysis of the internal needs of customers, and innovate the production of humanized products, so as to enhance their competitiveness in the market. Support small and medium-sized enterprises to determine the goal of digitally empowering business, formulate a digital transformation roadmap, build intelligent production lines, intelligent workshops and intelligent factories, use data to assist in optimizing decision-making, and achieve lean production, agile manufacturing, fine management and intelligent decision-making. The framework of influencing factors of enterprise strategic transformation is shown in Figure 2.

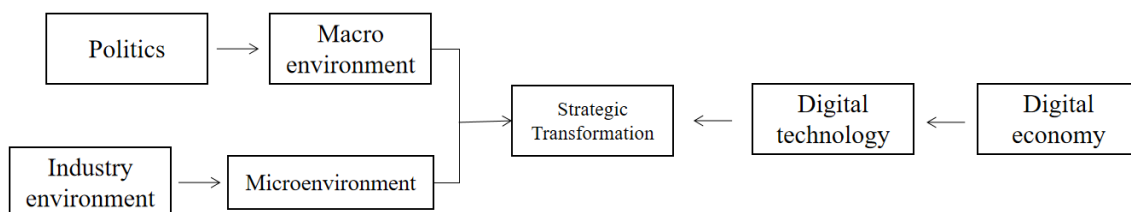


Figure 2 Framework of factors influencing corporate strategic transformation

In the face of increasingly fierce competition, small and medium-sized enterprises should collect

data in a targeted manner, analyze their own positioning, and make their products more differentiated. In-depth analysis of the existing consumption trends in the market and the production of products that meet market demand are one of the strategies for companies to occupy the market, but more importantly, companies should make full use of the digital economy in this era, deeply explore the potential needs of customers, and innovate. It can produce personalized products and improve its market competitiveness. Combined with national policy ideas and regional reality, set up SME digital special funds, rationally formulate financial budgets, simplify and shorten the application and approval process of SMEs, and give full play to the leverage effect of financial funds.

4. Conclusions

The new generation of information technology accelerates the integration of factors in the real economy such as the Internet, big data and artificial intelligence, promotes the expansion and deepening of the digital economy, and enables the emergence of new business models and new forms. The digital economy has spawned a series of new business forms, new economies and new models. Digital transformation is changing the matching model and value creation model of resources and needs in traditional industries, existing resources in existing industries and technological increments in emerging fields, promoting the industrial ecology. Refactor. The transformation and upgrading of small and medium-sized enterprises is not only conducive to enterprises to improve their competitiveness in the industry, but also to improve their social value and contribution to society. Although small and medium-sized enterprises are small in scale, their overall number is relatively large, and they are the main synthetic part of the progress of the digital economy. Using digital technology to promote the transformation of small and medium-sized enterprises to digitalization, and open up new directions and new forms of innovation and development of small and medium-sized enterprises, this can better provide new opportunities for the sound development of small and medium-sized enterprises.

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