

The Target Point of the Reform of State-Owned Enterprises under the Concept of Digital Economy Development

Liqiang Zhao

Chizhou Municipal Finance Bureau (SasAC), Chizhou 247100, China;

Abstract: With the rapid development of the global digital economy, state-owned enterprises are faced with the urgent need to deepen the reform while adapting to the challenges of the new economic environment. From the perspective of digital economy development, this paper discusses the reform goal and direction of state-owned enterprises under the background of the current era. By analyzing the key aspects such as the improvement of digital capability, innovation drive, service quality improvement, the strengthening of governance efficiency and sustainable development promotion, this paper discusses how state-owned enterprises use digital technology to achieve the improvement of management efficiency and market competitiveness, as well as the strategy to achieve a balance between economic and social benefits.

Key words: Digital Economy; State-owned Enterprises; Innovation-driven

1. Introduction

With the rapid development of information technology and the rise of the global digital wave, the digital economy has become one of the important engines to promote the global economic growth. In this context, countries have stepped up the pace of digital transformation to cope with the new challenges and opportunities brought about by economic restructuring and scientific and technological innovation. For China, as the world's second largest economy, how to use the development concept of digital economy to lead the reform of state-owned enterprises has become an important issue in the current economic management and strategic planning. State-owned enterprises occupy an important position in China's economy, and their reform and development have a direct impact on the adjustment of national economic structure and the promotion of competitiveness. However, traditional state-owned enterprises are faced with many problems, such as low efficiency, insufficient innovation ability and rigid management mechanism, which are particularly prominent in the digital economy era. Digital economy not only requires enterprises to accelerate the pace of informatization and intelligence, but also requires enterprises to find new development advantages and innovation impetus in the global competition. Therefore, this paper aims to explore the goal of the reform of state-owned enterprises under the concept of digital economy development. Through the analysis of the necessity, current situation and challenges of state-owned enterprise reform under the background of digital economy, as well as the new goals and development directions set on this basis, it provides theoretical support and practical guidance for policy makers and enterprise managers. Through in-depth research, we hope to reveal the key factors and path choices to promote the sustainable development of state-owned enterprises in the process of digital transformation, so as to promote the high-quality development of China's economy and move to a higher level of the global economic stage.

2. Basic Concepts of the Concept of Digital Economy Development

In today's global economic pattern, digital economy, as a new engine driving economic growth and innovation, is increasingly becoming the focus of governments and enterprises of all countries. This section will discuss in depth the definition and characteristics of digital economy, as well as the role and influence of digital technology in economic development, and analyze the development trend of international digital economy and China's positioning in this global trend.

2.1. Definition and Characteristics of the Digital Economy

Digital economy refers to a new economic form of reconstructing economic activities and social organizations with information technology as the core and the use of modern information technology means such as the Internet, the Internet of Things and artificial intelligence [1]. It is not only the application of

technology, but also the evolution of a new mode of production and economic organization. In the digital economy, data is regarded as a new factor of production and the driving force of economic growth. Information flow, capital flow, logistics and technology flow are highly integrated and interactive, forming a new mode of economic operation. Its characteristics include high information, intelligent, personalized and globalization. A high degree of informationization means that the rapid generation, transmission and processing of data become the basis of various economic activities. Enterprises and individuals can achieve precision marketing and intelligent decision-making through big data analysis. Intelligence refers to the improvement of production efficiency and service quality through artificial intelligence, machine learning and other technologies, and realizing the promotion of new models such as intelligent manufacturing and smart city. The rise of personalized services enables consumers to enjoy more personalized and customized products and services, which further promotes the diversification and differentiation of the consumer market. Globalization makes the cross-border flow of information and resources more convenient, and promotes the deep integration and sharing of the global economy.

2.2. The Role and Influence of Digital Technology in Economic Development

The rapid development and wide application of digital technology have profoundly changed the traditional economic structure and business model. At the production end, the application of digital technologies such as the Internet of Things and the industrial Internet has promoted the transformation of traditional industries to intelligent manufacturing, and improved production efficiency and product quality. At the consumer end, the popularity of mobile Internet and e-commerce enables consumers to enjoy convenient shopping experience and personalized services anytime and anywhere. In the financial field, the application of blockchain technology promotes the decentralization and security improvement of financial services, and also promotes the emergence of new financial business models. In addition, digital technology has also brought new growth points and power sources for economic and social development. For example, the wide application of artificial intelligence in medical and health care, intelligent transportation and other fields has provided new ideas and methods for solving social problems. The ability of big data analysis enables governments and enterprises to more accurately formulate policies and strategies to promote the sustainable development and efficient operation of the economy.

2.3. Development Trend of International Digital Economy and China's Positioning

Around the world, countries have formulated digital economy strategies to accelerate the pace of digital transformation. Known for its innovation-driven and technology-leading drive, the United States has driven the rapid growth of the digital economy through innovation partnerships between large companies and start-ups. The EU focuses on the integration of digital markets and the construction of digital infrastructure, and promotes the transnational cooperation and development of the digital economy through a unified policy and regulatory framework. Asia, especially China, is becoming one of the important engines of the development of the global digital economy with its huge market size and rapid technology application speed.

China's position in the development of the digital economy is not only a catch-up, but also a leader and innovator. The Chinese government has actively promoted the digital economy strategy, vigorously developed 5G, artificial intelligence, the Internet of Things and other technologies, and promoted the transformation and upgrading of traditional industries to new models such as smart manufacturing and smart cities. The rapid rise of the digital economy has provided new drivers for the high-quality development of China's economy, and has also contributed China's wisdom and strength to the restructuring of the global digital economy.

3. Challenges and Status Quo of the Current Reform of State-Owned Enterprises

The reform of state-owned enterprises is an important part of China's economic transformation and structural optimization. In the face of the changes in the global economic environment and the pressure of the domestic market competition, the traditional state-owned enterprises have both advantages and many challenges and problems in the process of reform.

3.1. Advantages and Disadvantages of Traditional State-Owned Enterprises

Traditional state-owned enterprises play an important role in China's economic development, whose advantages are mainly reflected in rich resource reserves, significant economies of scale effect, and strong ability to support major infrastructure construction. These advantages make state-owned enterprises play an important role in national strategic industries, major projects and market stability. However, traditional state-owned enterprises also have many disadvantages, such as rigid management system, low efficiency, insufficient innovation ability, weak market competitiveness and other problems. For a long time, these problems have restricted the development potential and competitiveness of state-owned enterprises under the condition of market economy.

3.2. The Impact of Economic Environment Changes on State-Owned Enterprises

An important background for the reform of state-owned enterprises is the rapid change of the economic environment. The trends of globalization and informatization have intensified the intensity of market competition, the openness and liberalization of domestic and foreign markets have increased, and consumer demand and industry standards have become increasingly diversified and international. These changes pose multiple challenges to state-owned enterprises. Market competition pressure increases. Facing the competition from the global market, state-owned enterprises must improve their product quality, service level and market adaptability to maintain their market share and profitability. Lack of innovation. For a long time, state-owned enterprises lag behind in technological innovation and management innovation, and lack of independent research and development ability and market acuity, which has affected the long-term competitiveness of enterprises. Environmental protection and sustainable development requirements. The promotion of environmental regulations and awareness of social responsibility requires state-owned enterprises to pay more attention to environmental protection and sustainable development in the process of production and operation, which is also an important driving force for enterprise transformation and upgrading.

3.3. Analysis of reform progress and existing problems

Although the reform of state-owned enterprises has made some achievements, it still faces many problems and challenges. The property rights and governance structure are not perfect, the corporate governance structure and ownership issues of state-owned enterprises are still not clear enough, and the decision-making efficiency and market adaptability of enterprises are limited. The degree of marketization is insufficient. In the process of market-oriented reform, some enterprises still rely on government support and administrative means, and the degree of marketization is not enough, and the internal incentive mechanism and competition mechanism of enterprises need to be further improved. Structural problems are prominent, and some industries and enterprises are faced with structural overcapacity and fierce competition in industries. We need to deepen supply-side structural reform to achieve structural adjustment and optimization.

4. New Demand and Target Setting of State-Owned Enterprise Reform under the Background of Digital Economy

In the context of the rapid development of the digital economy, state-owned enterprises are facing unprecedented management challenges and transformation opportunities [2]. The popularization and application of digital technology has profoundly changed the management and operation mode of enterprises, and put forward new requirements and goal setting for state-owned enterprises. This section will deeply discuss the new requirements of digital economy for the management and operation mode of enterprises, analyze the necessity and feasibility of digital transformation of state-owned enterprises, and how to set the reform goals and directions in line with the requirements of the digital economy era.

4.1. New Requirements of Digital Economy for Enterprise Management and Operation Mode

With the rapid development of information technology, the digital economy requires enterprises to have higher agility, intelligence and customer orientation in management and operation. Data-driven decision-making has become an important basis for decision-making. Enterprises need to build a sound data collection, analysis and application system to achieve accurate decisions through data insight and quickly respond to market changes. Flexible organizational structure, traditional hierarchical management is difficult to adapt to

the rapidly changing market demand, digital economy requires enterprises to achieve organizational flattening and flexibility, and promote the efficient flow of information flow, talent flow and capital flow. Customer experience optimization, digital technology enables enterprises to improve customer experience, personalized customization services and product design become the key factors in competition, enterprises need to achieve comprehensive customer insight through technical means to accurately meet customer needs.

4.2. Necessity and Feasibility Analysis of the Digital Transformation of State-Owned Enterprises

In the current wave of digital transformation, state-owned enterprises are facing great challenges and opportunities. Digital transformation is not only the application of technology, but also a profound change of enterprise operation mode and management mode. Through digital transformation, SOEs can achieve significant improvements and improvements in several key areas. First of all, digital transformation can optimize resource allocation and management efficiency, which is particularly important for the traditional state-owned enterprises with relatively rigid resource allocation and low efficiency. Through the introduction of advanced information technology and data analysis tools, enterprises can achieve more accurate monitoring and adjustment of the production process, supply chain management and market demand, so as to improve production efficiency, reduce costs, and then improve product quality and the overall competitiveness of enterprises. These improvements can not only help enterprises to occupy a favorable position in the market competition, but also enhance the adaptability and flexibility of enterprises, to respond to market changes more quickly. Secondly, digital technology provides a new possibility for state-owned enterprises to expand the market space. Traditionally, state-owned enterprises often face challenges in market development due to geographical restrictions and industry traditions. However, with the popularization and application of digital technology, enterprises can break through the geographical restrictions and make use of e-commerce platform and Internet technology to open up new market space. Through online sales channels and global supply chain networks, enterprises can realize a global layout, expand their market share, while reducing intermediate links and reducing operating costs, and improve profitability. Finally, the digital transformation is also an important means to promote the internal innovation of enterprises. In a rapidly changing market environment, enterprises need to innovate to maintain competitive advantage. Through digital technology, enterprises can build innovation platforms and open innovation ecosystem, promote the effective integration and knowledge sharing of internal and external resources, so as to foster new growth points and innovative business models. These innovations will not only help enterprises cope with market challenges, but also promote their sustainable development and progress, and enhance their long-term competitiveness.

4.3. Set Reform Goals and Directions in Line with the Requirements of the Digital Economy Era

In order to effectively respond to the challenges of the digital economy era and achieve sustainable development, state-owned enterprises can set the following reform goals and directions. The construction of intelligent operation system, the introduction of advanced information technology, the construction of intelligent production, sales and supply chain management system, the comprehensive realization of digital management and intelligent decision support. At the same time, we will build a digital marketing platform, develop multi-channel and personalized digital marketing strategies, and improve the market response speed and market share through data-driven marketing means. Promote the reform of corporate culture, cultivate an open and innovative corporate culture, advocate employee participation and innovation, so as to stimulate the internal vitality and creativity of the enterprise. In addition, strengthen data security protection, establish a sound data security management system, to ensure the security of enterprise core data and customer information, to ensure the sustainable development and stable operation of digital transformation. To sum up, the digital economy era has brought unprecedented development opportunities and management challenges to state-owned enterprises. By developing clear digital transformation strategies and goals, SOEs are able to maintain agility and innovation in competitive markets, and achieve sustained growth and value creation [3].

5. Policy Suggestions and Implementation Paths for Realizing the Digital Transformation of State-Owned Enterprises

Under the background of the rapid development of digital economy, state-owned enterprises are facing the urgent need of digital transformation. This section will focus on the specific suggestions and implementation path of the digital transformation of policy support and legal framework, the strategy of technological innovation and talent training, and the analysis of case and successful experience.

5.1. Policy Support and the Improvement of the Legal Framework

To promote the digital transformation of state-owned enterprises, the government should formulate a series of supporting policies and improve the relevant legal framework. This includes the development of digital transformation incentives, such as tax incentives and fiscal subsidies, aiming to encourage state-owned enterprises to increase their investment in digital transformation and reduce their transformation costs and risks. At the same time, a sound legal framework for data security and privacy protection should be established to ensure that enterprises can effectively protect data security and privacy in the process of digitization, so as to enhance the trust of enterprises and consumers. In addition, the government also needs to promote information sharing and connectivity, and promote information sharing and cooperation between state-owned enterprises and scientific research institutions, institutions of higher learning and other enterprises through policy guidance, so as to accelerate technological innovation and transformation of achievements. These measures will help soes better adapt to market demand, enhance their competitiveness and achieve sustainable development in the digital economy era [4].

5.2. Technological Innovation and Talent Training Strategies

Technological innovation and talent training are the core elements to support the digital transformation of state-owned enterprises. In terms of technological innovation, it is necessary to build digital infrastructure and support soes to build advanced information technology infrastructure, such as cloud computing, big data analysis platforms and artificial intelligence, to improve the performance of enterprises in data processing and decision-making capabilities. At the same time, it will promote technological innovation and application, encourage enterprises to strengthen their independent research and development capabilities, introduce advanced technologies, and carry out the application exploration and innovation of digital technology, so as to enhance the competitiveness of products and services. In terms of talent training, it is necessary to design and implement digital talent training programs for the needs of state-owned enterprises, covering technicians, managers and decision makers, to improve their digital skills and management capabilities, and ensure that enterprises can effectively respond to the challenges and opportunities in the digital economy era. These measures will help state-owned enterprises to achieve more significant and lasting results in the digital transformation.

5.3. Case Analysis and Successful Experience for Reference

Drawing lessons from successful cases and experiences at home and abroad can effectively guide the digital transformation practice of state-owned enterprises. First, we make an in-depth analysis of Alibaba, Amazon and other companies that have achieved remarkable results in digital transformation, and explore the key factors and valuable lessons behind the success of these companies. These companies have not only successfully met the challenges of the digital age through the application of technology, but also through innovative business models and flexible organizational structure. Second, we need to develop a personalized digital transformation roadmap according to the characteristics of different industries, enterprise size and market positioning. These roadmaps must be combined with the actual situation of SOEs, taking into account their unique management structure and operation mode, and should be adjusted and optimized at any time during the implementation process. This customized transformation strategy can more effectively promote the enterprise to the digital transformation, ensuring the smooth progress of the transformation process and the maximum effectiveness. At the same time, the government and industry associations play a key role in the process. They can establish a successful case base and a digital transformation knowledge sharing platform to provide valuable reference and reference resources for state-owned enterprises. These platforms are not only designed to share successful experiences, but also designed to motivate and drive more enterprises to accelerate the digital transformation process. Through these policy recommendations and implementation

paths, we can help state-owned enterprises achieve digital transformation in the digital economy era, improve their competitiveness and sustainable development capacity, while promoting the optimization of the overall economic structure and industrial upgrading [5].

6. Conclusion

With the vigorous development of the global digital economy, state-owned enterprises must actively adjust their development strategies and deepen the reform to meet the requirements of the new era when facing the challenges of increasingly fierce market competition and technological change. In the era of digital economy, SOEs need to accelerate digital transformation and build advanced information technology infrastructure, including the application of cloud computing, big data analysis and artificial intelligence, in order to enhance digital capabilities and realize intelligent transformation. Through the application of intelligent technology, it can effectively improve the production efficiency and product quality, optimize the internal management process of enterprises, and realize intelligent decision-making and fine operation management, so as to enhance the advantages of enterprises in the market competition. In addition, state-owned enterprises should also strengthen the construction of technological innovation capacity, pay attention to the research and development of independent intellectual property rights, cooperate with scientific research institutions and institutions of higher learning, promote the integration of scientific and technological innovation and industry, and lead the trend of industry development. In the process of digital transformation, it is also important to attach importance to the improvement of user experience. Through data analysis and intelligent technology, we can deepen our insight into consumer needs, optimize product design and service mode, and enhance market competitiveness and brand influence. In addition, the reform of state-owned enterprises should pay attention to the optimization and improvement of governance structure, strengthen the transparency and efficiency of corporate governance, establish a sound risk management and internal control system, and improve the operational efficiency and risk response ability of enterprises. Finally, while pursuing economic benefits, enterprises should pay attention to social responsibility, promote green development and low-carbon transformation, and achieve a win-win situation between economic growth and social benefits.

References

1. Yao SJ, Zhang XQ. Economic agglomeration, market consumption capacity and digital economy development. *J Lanzhou Univ (Soc Sci)* **2023**
2. Feng YQ, Cheng CH. Analysis on the strategy of improving the business management level under the background of digital economy. *China Sci Technol Invest* **2024**.
3. Cao ZY. Research on the standardized path of enterprise management mode from the perspective of digital economy. *China Manag Inform* **2024**.
4. Leon. Exploration on the financial transformation path of small and medium-sized enterprises in the era of digital economy. *Strait Technol Ind* **2023**.
5. Dai H. Strategic transformation and business model innovation of state-owned enterprises. *Land Bridge Horiz* **2024**.