

Exploration of the Path of Management Innovation in Enterprises Under Digital Transformation

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Abstract: With the rapid development of digital technology in China, digital transformation has gradually become an inevitable path for enterprises to break through development bottlenecks. As a core link running through the entire operation process, enterprise management innovation directly determines the effectiveness and depth of digital transformation. In view of this, based on the background of digital transformation, this paper analyzes the important significance of enterprise management innovation from different dimensions, sorts out the current dilemmas faced by enterprise management innovation combined with practical cases, and finally proposes systematic management innovation paths from the aspects of strategic reconstruction, organizational optimization, data empowerment, and talent cultivation, so as to provide guidance for enterprises to realize digital transformation and high-quality development.

Keywords: Digital transformation; Enterprise management; Innovation path; Research

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1. Significance of enterprise management innovation under digital transformation

1.1. Enhance core competitiveness and adapt to dynamic market changes

The popularization of digital technology has broken the competitive pattern of the traditional market, making market demand gradually show the characteristics of diversification and rapid iteration. The focus of competition among different enterprises has gradually shifted from traditional product and price competition to competition in efficiency, experience, and innovation capabilities^[1]. Through enterprise management innovation, enterprises can better use digital technology to break internal information barriers, realize real-time data sharing and collaborative linkage across departments and levels, and make business decisions more in line with market dynamics. At the same time, digital management innovation can also spawn new business models such as the sharing economy, which can effectively broaden enterprise revenue channels and help enterprises take the initiative in a more complex and volatile market environment.

1.2. Stimulate innovation vitality and accelerate the transformation and implementation of achievements

Management innovation provides institutional guarantee and organizational support for the construction of an enterprise innovation ecosystem, which can invisibly better activate internal innovation momentum. Management innovation under the background of digital transformation emphasizes building an inclusive and open organizational atmosphere, which can effectively break the limitations of hierarchical solidification and departmental separation in traditional management models, thus gradually transforming employees from passive execution to active innovation. By building a digital communication platform and an innovation incentive mechanism, employees can be better encouraged to share their ideas and insights, which can gradually form a cultural atmosphere of courage to innovate and tolerance for failure and better mobilize the enthusiasm of all employees for innovation. In addition, digital management can effectively shorten the transformation cycle of innovative achievements, enabling the rapid landing of innovative concepts from the “conceptual layer” to the “application layer”^[2].

1.3. Strengthen risk management capabilities and address operational uncertainties

In the digital economy era, the operational risks faced by enterprises present complex and hidden characteristics, and the traditional risk management model relying on experience judgment can no longer meet the development needs of the times. Through management innovation, we can try to introduce digital risk management tools, which can more efficiently achieve accurate identification, real-time monitoring, and effective prevention and control of risks, thus better safeguarding enterprise operations^[3]. Enterprises can rely on big data analysis technology to better integrate internal and external data resources and gradually build a risk early warning model, so that enterprises can mine potential risk points from massive data. Additionally, digital management can optimize the efficiency of resource allocation. By dynamically monitoring and intelligently scheduling human, material, financial and other resources, managers can effectively avoid resource idleness or excessive consumption, which can also significantly reduce operational risks.

2. Problems faced by enterprise management innovation under digital transformation

2.1. Strategic cognition mismatch and lack of systematic transformation planning

At present, many enterprises have a certain cognitive bias towards management innovation under digital transformation, and they simply equate it with technology procurement or system upgrading, which leads them to gradually fall into the misunderstanding of technology stacking^[4]. Some enterprise managers lack strategic thinking, and they fail to deeply integrate management innovation with the overall development strategy of the enterprise, only focusing on the digital optimization of local businesses, such as introducing ERP systems and office automation software, without synchronously reconstructing management concepts, which leads to the disconnection between digital systems and traditional management models, and the systems are difficult to exert their own advantages^[5]. The transformation planning of some enterprises lacks scientificity and forward-looking. They fail to formulate differentiated transformation goals combined with their own business characteristics and digital foundation, and there is a certain blind follow-up to imitate industry benchmarks, which is likely to lead to vague transformation directions and unreasonable resource allocation.

2.2. Rigid organizational structure and barriers to collaborative innovation

The traditional hierarchical organizational structure has the characteristics of clear levels and clear powers and responsibilities, but under the background of digital transformation, its rigid and inefficient drawbacks have become increasingly prominent, which has gradually become an obstacle to management innovation. The organizational levels of some enterprises are redundant, leading to very low information transmission efficiency. The multi-level management model is likely to cause information distortion and lag in the transmission process, and it is difficult for innovative suggestions from the grassroots to be quickly transmitted to the decision-making level^[6]. Moreover, the traditional enterprise management departments have strict barriers and insufficient collaborative capabilities. Each department pursues the maximization of its own interests, which leads to a lack of cross-departmental collaboration awareness, and it is prone to the arising of problems such as scattered data resources and fragmented business processes, making it difficult to form innovation synergy. In addition, enterprises have formed inherent work habits and interest patterns under the traditional management model, which are difficult to break in the short term. Some employees have a resistant attitude towards digital management tools and innovative processes, leading them to be unwilling to take the initiative to change their work methods, which also invisibly restricts the optimization of organizational structure and the advancement of management innovation^[7].

2.3. Weak data governance and difficulty in releasing data value

As the core production factor of digital transformation, data governance capabilities directly determine the depth and effectiveness of management innovation. At present, the phenomenon of data silos is widespread. There are problems such as inconsistent data standards and incompatible interfaces between various departments and business systems of enterprises, which easily lead to data isolation, making it difficult to achieve efficient resource integration and sharing, and also easily affecting the comprehensiveness of decisions, leading to fragmented decisions^[8]. On top of that, the data quality of some enterprises is uneven. They lack a more perfect data collection and verification mechanism, and many data have problems such as duplication and errors. At the same time, these data are not updated in a timely manner, which also affects the accuracy of data analysis results, thus easily misleading business decisions. With the acceleration of data assetization, the data security risks of some enterprises have become increasingly prominent. The data security protection measures of some enterprises lag behind technological development, and they lack a more perfect security management system and technical protection system, which makes it easy to have problems such as data leakage and tampering.

3. Implementation paths of enterprise management innovation under digital transformation

3.1. Reconstruct digital strategy and clarify the direction of management innovation

Strategy is the core guide for enterprise management innovation. Enterprises need to further break the limitations of traditional cognition and build a strategic system compatible with digital transformation, so as to better clarify the direction and goals of management innovation. To this end, we can try to establish a systematic strategic thinking^[9]. Enterprise managers can, from an overall perspective, incorporate management innovation into the overall development strategy of the enterprise, further clarify the core goals of digital management innovation, and effectively avoid the cognitive bias of technology instrumentalization. When formulating strategies, we can analyze combined with our own business characteristics and industry development trends, further sort out transformation pain points and related needs, clarify the key areas and implementation steps of management

innovation, so as to achieve a higher level of technology application and business reconstruction, which is conducive to the in-depth integration of organizational change. For example, leading enterprises in the industry can focus on industrial chain collaborative innovation and build an industrial Internet platform, which can better drive upstream and downstream enterprises to realize digital transformation. Small and medium-sized enterprises can try to base themselves on core business scenarios and give priority to promoting the digital optimization of key processes.

In addition, we can try to formulate a differentiated transformation plan, and promote management innovation from the links of plan formulation, organization and implementation, effect evaluation, and iterative optimization with reference to the PDCA cycle management theory, so as to better ensure the landing of the strategy^[10]. In the planning stage, we can try to use digital transformation maturity evaluation standards to carry out self-diagnosis to further clarify transformation goals and priorities; in the implementation stage, enterprise managers can try to set up a special digital transformation team to effectively strengthen process control. In the evaluation stage, managers can focus on core indicators such as revenue growth rate and customer satisfaction, and conduct performance evaluation combined with relevant data; in the optimization stage, we can iterate the innovation plan according to the evaluation results, so as to achieve a spiral improvement of management quality. Moreover, to further strengthen the strategic implementation guarantee, enterprise managers can try to establish a strategic landing supervision mechanism, decompose innovation goals to various departments and positions, and clarify the power and responsibility division of different departments.

3.2. Optimize organizational structure and build an agile collaboration system

The optimization of organizational structure is an important carrier of management innovation. To this end, enterprises need to further break the constraints of the traditional hierarchical system and build a more agile and flat organizational system, so that enterprises can better adapt to the needs of digital transformation. To this end, we should actively promote the flattening reform of the organization, streamline redundant intermediate management levels, which can effectively reduce information transmission links to achieve faster connection between the decision-making level and the grassroots, and continuously improve decision-making efficiency and response speed^[11]. For example, enterprises can simplify the original four-level structure of “headquarters-branch-department-team” into a two-level structure of “headquarters-business unit”, endowing business units with greater autonomy, so that they can respond to market changes more quickly. Enterprises can try to set up cross-functional collaborative teams, which can effectively break departmental barriers. Managers can set up cross-functional teams composed of personnel from multiple fields such as business, technology, finance, and marketing around core business scenarios or innovation projects, which can achieve a higher level of data sharing, resource integration, and collaborative innovation. At the same time, to better implement the project-based management model, we can carry out work oriented by projects, clarify project goals, time nodes, and responsible personnel, and continuously improve the execution of innovation work^[12]. Moreover, we can try to build a more flexible communication mechanism. Managers can use digital tools to build an open communication platform, such as WeChat Work and DingTalk, which can more effectively break the constraints of time and space, allowing employees to quickly share ideas, feedback problems, and achieve real-time information interaction.

3.3. Strengthen data governance and release data-driven value

Data governance is the core foundation for realizing data-driven management innovation. To this end, enterprises

need to establish a more perfect data governance system, which can effectively improve data quality and security levels and fully release data value. To this end, enterprises can try to build a unified data standard system. Managers need to sort out the data resources of various departments and business systems, and then formulate a unified data collection and application standard, and gradually standardize data formats and interfaces to achieve data interconnection. Enterprises can establish a data quality control mechanism according to the actual situation, continuously strengthen the verification and monitoring of the entire data collection process, and timely clean up duplicate and wrong data, so as to ensure the accuracy and completeness of data. Moreover, we can try to build an integrated data platform, which can help enterprises better integrate internal and external data resources, help break data silos, and thus achieve more efficient centralized data management and efficient sharing^[13]. Enterprise managers can rely on technologies such as big data analysis and artificial intelligence to develop some functional modules for data visualization, which can provide data support for operation and management work. For example, enterprises can integrate data from business systems such as ERP and CRM through a business intelligence (BI) system to generate multi-dimensional analysis reports to assist managers in making accurate decisions. Moreover, we need to establish a “safety first” concept, establish a data classification and grading management system, focus on protecting some core data, continuously strengthen the construction of technical protection capabilities, and prevent risks such as data leakage and tampering.

3.4. Improve the talent system and strengthen digital capability support

Talent is the core driving force of management innovation. To this end, enterprises can try to build an integrated talent system and create a high-quality digital talent team. Enterprises can clarify talent recruitment standards combined with the needs of digital management innovation, focusing on introducing compound talents who master both digital technology and business management, such as data analysts and digital operation managers. At the same time, we need to broaden recruitment channels and build a talent delivery channel through methods such as “enterprise-enterprise cooperation” and “school-enterprise cooperation”, which can attract more high-quality talents to join^[14]. For example, enterprises can cooperate with universities to build digital talent training bases and cultivate professional talents that meet the needs of enterprises. At the same time, we can try to build a hierarchical and classified training system, carrying out differentiated training for management, technical, and operational levels: focusing on training digital strategic thinking and decision-making capabilities for management; focusing on training cutting-edge digital technology and system operation and maintenance capabilities for technical personnel; focusing on training digital tool application and business process operation capabilities for operational personnel. In terms of innovative training methods, we can try to adopt various forms such as online courses, offline practical operations, case studies, and skill competitions, which can effectively improve training effects^[15]. Moreover, enterprises can try to establish an incentive mechanism linked to digital management innovation, providing material and spiritual rewards for teams and individuals who have made outstanding achievements in innovation work, such as bonuses, promotions, and honorary commendations, which can more efficiently mobilize employees’ enthusiasm for innovation.

Disclosure statement

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