

Research on the Digital Transformation Development of State-Owned Enterprises from the Perspective of High-Quality Development

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Abstract: With the rapid development of the global economy and the deepening of enterprise digital transformation, the digital economy has become an important force leading the development of the era. China's economy has shifted from a phase of high-speed growth to a phase of high-quality development. As the pillar of the national economy, the transformation and upgrading of state-owned enterprises (SOEs) are of great significance for promoting high-quality economic development and achieving national strategic goals. Especially in the era of the digital economy, SOEs face unprecedented opportunities and challenges for development and must accelerate their transformation and upgrading to meet the requirements of the new era. This paper aims to explore strategies for the digital transformation of state-owned enterprises from the perspective of high-quality development, in order to provide useful references for the sustainable development of SOEs.

Keywords: High-Quality Development, State-Owned Enterprises, Digital Transformation, Enterprise Transformation

1. Introduction

In the context of profound changes in the current global economic landscape and increasingly fierce market competition, state-owned enterprises (SOEs) in our country serve as an important pillar for national economic development, making their reform and transformation particularly crucial [1]. As China's economy transitions from a phase of rapid growth to one of high-quality development, the reform and transformation of SOEs have become key to driving economic upgrading and achieving sustainable development. This research background not only reflects the inevitable trend of the times but also highlights

the urgency and significance of SOE reform. Historical experience with SOE reform indicates that reform is a vital driving force for enterprise development. However, with changes in the domestic and international economic environment, SOEs face numerous challenges, such as increasing market competition pressure, urgent demands for technological innovation, and severe talent loss [2,3]. These issues not only constrain the further development of SOEs but also affect the overall competitiveness of the national economy. Therefore, in-depth research on the reform and transformation of SOEs is of great significance for enhancing their competitiveness and promoting high-quality economic development.

2. High-Quality Development of State-Owned Enterprises

The high-quality development of state-owned enterprises focuses more on enhancing operational performance, innovation capability, resource optimization, talent management, and social responsibility. From this perspective, the quality of high-quality development in state-owned enterprises is not merely about scale increase; it is more about enhancing core competitiveness and performance. In the era of digital transformation, the "quality" aspect of high-quality development becomes even more critical, as digital technologies provide opportunities for enterprises to improve products, processes, and user experiences [4]. Under the quality perspective, enterprise development can be understood as optimizing resource allocation, enhancing core competitiveness, and achieving sustainable competitive advantages. High-quality development of state-owned enterprises includes the following five aspects: (1) High-quality benefit growth: State-owned enterprises should pursue sustained high-quality benefit growth, which means focusing on internal management efficiency, reducing costs,

and increasing output while achieving economic profit, thereby ensuring continuous stable profitability. This requires enterprises to emphasize innovation, enhance the quality of products and services, and meet customer needs to maintain competitiveness and gain more market share.

(2) High-quality innovative development: State-owned enterprises must constantly drive innovation, not only in products and technology but also seek excellence in management and operations. High-quality innovative development means enterprises should focus on enhancing research and development capabilities, strengthening technological accumulation, and cultivating talent to ensure ongoing innovation and long-term sustainable business development.

(3) High-quality green development: Enterprises need to conduct business in a green and sustainable manner, reducing negative impacts on the environment and actively participating in environmental protection. This involves improving information transparency, reducing energy consumption, optimizing resource utilization, promoting clean production technologies, and adopting environmentally friendly and renewable materials. Enterprises should actively fulfill their social responsibilities, striving for a balance between economic benefits and environmental sustainability.

(4) High-quality open cooperation: State-owned enterprises should actively engage in open cooperation both domestically and internationally, leveraging their advantages to expand overseas businesses while appropriately attracting outstanding foreign talent. Through open cooperation, enterprises can gain more resources and market opportunities, enhance technological research and development and management levels, strengthen competitiveness, and achieve win-win development.

(5) High-quality social sharing: State-owned enterprises should pay attention to social benefits, fulfill social responsibilities, and promote social equity and justice. High-quality social sharing includes providing employees with a good working environment and welfare benefits, focusing on their development and well-being; caring for socially disadvantaged groups through charitable and public welfare activities; and actively participating in social governance to contribute to social stability and harmony.

3. Current Status of State-owned Enterprises' Transformation and Upgrading

3.1 Shortage of Digital Talent Supply

State-owned enterprises (SOEs) require a significant number of digital talents to support their digital transformation process. These talents not only need a solid foundation in digital technologies but also require extensive industry experience and a deep understanding of the unique characteristics of SOEs. However, the current market struggles to meet the demand for digital talent in terms of both quantity and quality [5]. This leads to SOEs facing a dilemma of talent shortages when promoting digital transformation, hindering their ability to advance related work quickly and effectively. Second, SOEs encounter various challenges in attracting and retaining digital talent. On one hand, the salary structure and incentive mechanisms within SOEs are relatively conservative, making it difficult to compete with high-tech companies in the market, putting SOEs at a disadvantage when trying to attract outstanding digital talents. On the other hand, the promotion channels and development opportunities within SOEs are relatively limited, which discourages some experienced and skilled digital talents from staying in SOEs for the long term. Third, the construction of digital talent teams in SOEs is still weak. Although some SOEs have begun to value the cultivation and introduction of digital talent, overall, there is a lack of systematic, comprehensive training programs and promotion mechanisms. This not only restricts the growth and development of internal talents but also impedes the deeper advancement of digital transformation, making SOEs face the challenge of talent shortages in the digital economy era.

3.2. The Digital Operation Mindset Has Yet to Be Widely Adopted

The entrenched operational models and cognitive inertia within some state-owned enterprises (SOEs) have led to a limited acceptance and understanding of digital operation thinking during the digital transformation process. Many SOEs still overly rely on traditional business practices and decision-making models, lacking in-depth knowledge and application of digital technologies. This cognitive inertia makes it difficult for SOEs to respond swiftly and adapt

flexibly to market changes and business innovations, resulting in missed development opportunities. Secondly, a digital operation mindset requires enterprises to embrace a fundamentally new, data-driven management philosophy. However, many SOEs currently exhibit significant shortcomings in data collection, processing, and analysis, preventing them from fully utilizing data resources to inform their operations and decision-making. This lack of data-driven capability hampers SOEs' ability to establish effective competitive advantages during their digital transformation. Thirdly, a digital operation mindset also necessitates a culture of openness, collaboration, and innovation within enterprises. However, some SOEs still exhibit a tendency towards internal management and cultural conservatism, lacking mechanisms and environments that encourage innovation and collaboration. The absence of this cultural atmosphere makes it challenging for SOEs to generate strong internal motivation and cohesion in their pursuit of digital transformation.

3.3. Insufficient Construction of Digital Management Systems

Some state-owned enterprises' existing management information systems have not kept pace with the demands of the digital economy. Many enterprises remain at a basic level of informatization, with low levels of system integration and widespread data silos, hindering internal data interconnectivity and impacting decision-making efficiency and accuracy. At the same time, some enterprises have yet to establish a comprehensive data governance framework, resulting in inconsistent data quality and a lack of unified standards and regulations, which limits the value that data can bring to enterprise decision-making and operations. Secondly, the lagging construction of digital enterprise management systems is also reflected in low levels of intelligence. Many state-owned enterprises have yet to fully leverage advanced technologies such as big data, artificial intelligence, and cloud computing for intelligent transformations in management decision-making, production operations, and customer service. As a result, they struggle to achieve real-time monitoring and precise forecasting of enterprise operations and are unable to respond quickly and flexibly to complex market environments. Thirdly, there is a gap between talent

development and the requirements for digital enterprise management system construction. Numerous state-owned enterprises face a shortage of high-level and interdisciplinary talents during their digital transformation processes, with employees exhibiting varied levels of understanding and acceptance of new technologies. This results in talent bottlenecks and technical application challenges during the advancement of digital management system construction.

4. Strategies for the Digital Transformation of State-Owned Enterprises in the Context of High-Quality Development

4.1 Correctly Recognizing the Importance of Digital Transformation for State-Owned Enterprises

Digital transformation and upgrading can help state-owned enterprises better combat the impacts of internal and external factors, reduce development risks, and enable Chinese enterprises to better align with international standards, creating more positive influence [6]. To achieve this, it is essential for state-owned enterprises to first correctly recognize the importance of digital transformation, using this understanding as a foundation to implement a series of strategic measures. The following points will be discussed:

First, keeping pace with the times. The increase in sales volume and service quality of state-owned enterprises is proportional to public demand. Therefore, in the context of the digital economy, state-owned enterprises must first recognize the importance of transformation and upgrading, understand the actual needs of the public, and keep up with the pace of development. This alignment will provide more opportunities for progress in the operations and development of state-owned enterprises in the digital economy era.

Second, a clear transformation strategy. Correctly recognizing the importance of digital transformation can help state-owned enterprises better formulate strategic development plans and grasp the accurate path for transformation and upgrading. Thus, the management of state-owned enterprises should actively optimize their thoughts and awareness, using this as a basis to make more scientific and accurate decisions. This will ensure that the development of various departments within state-owned

enterprises keeps pace with the times, while also enhancing the efficiency of communication and collaboration between departments. Timely identification of issues in business operations and product research can be achieved through a multi-departmental collaborative approach, addressing various problems promptly, reducing development risks in the new era, and creating more economic benefits.

Third, the core of the transformation and upgrading of state-owned enterprises lies in providing more development opportunities in the new era and achieving effective optimization of operations at all levels. Therefore, during the transformation and upgrading process, state-owned enterprises should implement the ideas and concepts of transformation and upgrading in every aspect, ensuring that all staff recognize the necessity and importance of this transformation. By clarifying the future development direction of state-owned enterprises, collective efforts can be made to maximize the effectiveness of the transformation and upgrading, highlighting its inherent value.

4.2 Effective Management and Top-Level Design for the Digital Transformation of State-Owned Enterprises

Management optimization and top-level design are crucial guarantees for the transformation and upgrading of state-owned enterprises. They should prioritize this and strengthen the implementation of innovative measures [7].

First, under the backdrop of the digital economy, the transformation and upgrading of state-owned enterprises have high requirements for the professional application of digital technologies. In response, state-owned enterprises should establish dedicated digital leadership teams to reasonably arrange various tasks from a professional perspective, ensuring effective implementation across all departments.

Second, enterprise leaders should start by addressing the existing problems in the current transformation process, analyzing the causes of various issues, and conducting targeted top-level design optimization to ensure that the design plans can achieve their intended effects.

Third, improving the management system. With the support of the digital economy system, the scale of development for state-owned enterprises will expand, and management difficulties will increase accordingly. To ensure the stable operation of all departments, state-owned

enterprises should actively improve their management systems, establish relevant rules and regulations, and assign responsibilities to individuals. This will enable effective optimization of sales, management structures, and more, allowing state-owned enterprises to maintain a steady development pace supported by a sound sales system and digital enterprise management system, ultimately achieving effective transformation and upgrading.

4.3 Enhance Independent Innovation Capability and Safety Production Capability

In earlier years, China's economic development was relatively slow, with lower demands on the economic system, management models, and development paths. As a result, traditional business management models were used for an extended period. However, with the advent of the digital economy era, traditional business operations and management models can no longer meet the development needs of state-owned enterprises (SOEs). In this context, the transformation and upgrading of SOEs are imperative. Only through continuous innovation and optimization can SOEs better meet the actual demands of social development in today's context and create more positive influence. After analysis and integration, the following will explore methods to enhance the independent innovation capability and safety production capability of SOEs, focusing on transformation and upgrading:

First, China started late in the research and development of digital technologies and has a certain dependence on the technologies of developed Western countries, which is detrimental to the transformation and upgrading of SOEs. Therefore, in the new era, SOEs should strengthen the research and development of core technologies, improve their independent innovation capabilities, and gradually break free from reliance on Western technologies, allowing SOEs to have a stronger voice in their development in the new era and achieve effective transformation and upgrading.

Second, safety production is a critical focus during the transformation and upgrading of SOEs. Enterprises should actively implement safety protection measures to effectively enhance their safety production capabilities, ensuring a smoother transformation and upgrading process for SOEs.

4.4 Improve Talent and Technical Support for Digital Transformation and Upgrading

Digital technology talents and management talents are the core supporting forces for the transformation and upgrading of state-owned enterprises, helping them find the right direction for transformation and providing reliable support for their sustainable development in the future. Therefore, it is essential for SOEs to ensure the supply of technical and management talents during the transformation and upgrading process, facilitating a smoother transition. The following will explore specific methods to improve talent and technical support for digital transformation and upgrading:

Firstly, the introduction of new talents. Traditional business and management forms pose certain obstacles to the transformation and upgrading of SOEs, hindering their sustainable and stable development in the new era. To break this constraint, the introduction of new talents is essential. SOEs should recruit digital technology and digital management talents based on their transformation and upgrading needs, while also enhancing the welfare and benefits associated with talent recruitment to attract more individuals. This influx of fresh talent will invigorate SOEs, enabling them to better develop in the digital economy era, achieve effective transformation and upgrading, and create more positive influence.

Secondly, optimizing management. The management layer is crucial for the transformation and upgrading of SOEs. If decision-makers and managers within the management layer have weak or insufficient understanding of digitalization, it can easily lead to failures in transformation and upgrading under the backdrop of the digital economy. Therefore, optimizing management is necessary. Decision-makers and managers in SOEs should actively enhance their digital literacy, strengthen their research on the characteristics of development in the digital economy era, and improve their qualities and capabilities through participation in training related to enterprise transformation and upgrading in the digital economy, ensuring more scientific and reliable strategic development measures and plans. This will help SOEs fulfill their social public value, drive positive industry development, and create a favorable and healthy social development atmosphere.

Thirdly, the rapid development speed of the

digital economy necessitates that SOEs strengthen their research and upgrading of digital technologies to ensure they keep pace with industry development. This will allow SOEs to remain at the forefront of industry development while promoting the positive role of SOEs and advancing the overall economic level during their transformation and upgrading. Lastly, technological research and development upgrades require substantial financial support. In this context, SOEs should actively improve and optimize their management systems to ensure the stability of financial supply. They should also learn from the advanced scientific and technological practices of Western countries to establish a positive feedback loop that meets the financial needs for technological research and development while maintaining a good state of development.

5. Conclusion

The digital economy era provides new opportunities for the development of various industries, but it also brings greater challenges. In this context, the effective transformation and upgrading of state-owned enterprises (SOEs) can help them better overcome various difficulties in their development and enhance their social value. Additionally, it can significantly increase the influence of SOEs and better drive industry development. This article focuses on strategies for the digital transformation and upgrading of SOEs in the context of high-quality development, proposing a range of strategic recommendations, including strengthening top-level design, improving independent innovation capabilities and safety production capabilities, and enhancing the talent and technological support for digital transformation and upgrading. These strategies aim to help SOEs better adapt to the new requirements of the digital economy era and enhance their core competitiveness and market adaptability.

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