

Research on the Change of Enterprise Strategic Management Process Based on Risk Orientation under the Background of Internet Plus

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Abstract: Under the background of "internet plus", the traditional strategic management mode can't meet the development needs of modern enterprises. More and more enterprises actively explore the road of strategic management innovation, build a strategic management platform suitable for the economic environment and network environment, and promote the more stable and long-term development of enterprises. Process management will involve organizational change. Organizational change based on process management is different from organizational change based on division of labor. It is no longer a simple function adjustment, department merger and redundancy reduction, but a complete systematic project of the reconstruction of organizational design concept, structure and performance evaluation system. It also integrates the characteristics of diversified industries. In the construction of the network platform, we need to carry out substantive management on the drawbacks and loopholes of the existing management system on the basis of effective control. In this paper, according to the role and impact of "Internet plus" on China's enterprise strategic management, combined with the way of enterprise innovation management under its background. It is hoped that "Internet plus" can help enterprises compete with each other.

1. Introduction

In recent years, Chinese industrial enterprises have been trying to find new driving forces for development. Internet plus, integration of industrialization and industrialization, industrial Internet, intelligent manufacturing, high-quality development and other innovative paths have emerged one after another. However, many industrial enterprises have a very tortuous exploration path, with high exploration costs, but the exploration results are discouraging. The phenomena such as the decline of enterprise sales performance, insufficient production and operation, rapid decline of profit margin, and staff reduction and diversion are gradually spreading [1]. With the rapid development of the economy and the complex and changeable environment, it is very difficult for a single enterprise to survive in such a competitive market [2]. Therefore, a large-scale enterprise group that can effectively integrate internal and external resources emerged at the historic moment. The enterprise group is the product of the continuous development and evolution of modern enterprises. It is a whole that takes a powerful and cohesive large enterprise as the core, and takes property rights relations, business transactions, etc. as the link, and connects it with several enterprises that are connected at the level of capital, technology, etc. [3]. Due to the improvement of social education level and the continuous improvement of employees' quality, the original organizational structure can not give full play to employees' ability, which will greatly reduce labor productivity, so the organizational structure must be adjusted [4]. However, organizational change based on process management is different from organizational change based on division of labor, which is no longer a simple function adjustment, department merger and redundancy reduction, but a complete systematic project that integrates the reconstruction of organizational design concept, structure and performance evaluation system [5].

Operation control, strategic control and financial control. Among them, financial management and control is not as comprehensive as business management and control in managing every business detail of member companies to achieve absolute centralization [6]. It is also not like strategic control, which only gives the overall strategic policy of the group and adopts absolute decentralization management. Financial control is a combination of centralization and

decentralization [7].

On the basis of combing the research results and research status quo of enterprise organizational change at home and abroad, this paper will try to find the theoretical guidance and reference model for the strategic-oriented enterprise organizational change under the background of "internet plus". Furthermore, the research content is clearly defined as studying the organizational change of state-owned industrial consumer goods manufacturing enterprises, applying the research methods of literature research and case study. Through research, this paper intends to put forward new theoretical viewpoints and create new paths and models of organizational change on the basis of inheriting predecessors' theories and models and combining the present situation of state-owned large-scale industrial consumer goods manufacturing enterprises in the "internet plus" environment, and then put forward the research technical route of this paper.

2. Enterprise strategic management process based on risk orientation

2.1. Analysis of organizational change of process management

The organizational change based on process management is different from the previous organizational change. Before studying the principles of such organizational change, we should analyze the general principles of organizational change, and then put forward the principles of organizational change based on process management by combining the comparative analysis of process-oriented organizations and functional organizations. The organizational goals can be achieved, and the organizational structure has played a great role in promoting [8]. Because the organization's strategy determines the organization's goal, the organizational structure should also be closely combined with the strategy, and the structure should be subordinate to the strategy. What kind of strategy should be what kind of organizational structure should adapt to it. Taking the impact of the environment as an example, enterprises can implement competitive attack strategy by setting aggressive prices or, on the contrary, implement competitive compromise strategy by providing some real information in good faith to help competitors solve the difficulties in production and operation and smooth competition. Both methods affect the environment through independent actions of the organization [9]. If they are pioneers in the industry or defenders are in relatively limited product areas, they can take positive strategies to influence the environment. The development stage of internal control witnessed the improvement of internal control methods and measures, as well as the improvement of its position in the enterprise and the expansion of its functions. The goal of internal control has also changed from the initial error detection and fraud prevention to the current comprehensive risk management to control the company's risks and promote the realization of the enterprise's strategic objectives [10].

The theoretical development of internal control is not synchronized with the internal control practice of enterprises. At present, there are still many problems in the internal control of most enterprises in China, so it is necessary to strengthen the implementation and implementation of internal control based on strategic orientation in enterprises. The company's goal is to maximize the wealth of shareholders, so many companies are easy to fall into the strange circle of unilaterally pursuing company performance and ignore the risk management of enterprises. As everyone knows, only by designing a scientific internal control system and strictly implementing it can we ensure that the risks faced by enterprises are within an acceptable range and can we ensure the sustainable development of enterprises; Secondly, when designing the internal control system, the enterprise's strategy is neglected. Because the traditional internal control goal is to ensure the compliance, efficiency and reliability of financial information of the enterprise, most enterprises' internal control goals are mostly limited to this, and they don't want to spend much experience taking the enterprise's strategy into account. The specific work of process management includes recording the running state of the process, measuring and evaluating the running quality of the process, establishing the process management system and evaluating the process quality. Functional management is also oriented to the core process. On the premise of emphasizing the process, at the same time pay attention to the relationship between functional departments and processes. In the

process of organizational change, we should always adhere to the leading role of the process, so as to avoid the business process being divided into various business functional departments, so as to ensure that someone is responsible for a certain process as a whole. However, this does not exclude the coordination and unification of process management and functional management. Process management is directly oriented to market customers, and functional management runs through different processes, providing assistance and support for the operation of processes.

2.2. Integration of strategic management and internal control

Strategic management can be roughly divided into three stages: strategy formulation, strategy implementation and strategy evaluation. The strategy formulation is mainly based on the analysis of the existing environment and future development trend of the enterprise. The strategy implementation is to decompose the formulated strategic objectives and guarantee them through the implementation of a series of strategies. The strategy evaluation is to evaluate the implementation effect of the strategy and further promote the scientificity and feasibility of the strategy formulation. In this process, perfect internal control is mainly to ensure the implementation of the enterprise's strategy. The organizational dimension is an abstract reflection of the organizational structure. It can describe the internal characteristics of an organization and provide a basis for measuring and comparing organizations. From the perspective of organizational development, the organizational structure of enterprises has successively experienced functional system, business division system and matrix system, and the organizational dimension has changed accordingly. The functional departments that support the core processes are still retained, forming the enterprise's functional management system and supporting the process team. The functional dimension is the auxiliary dimension of the process-based organization.

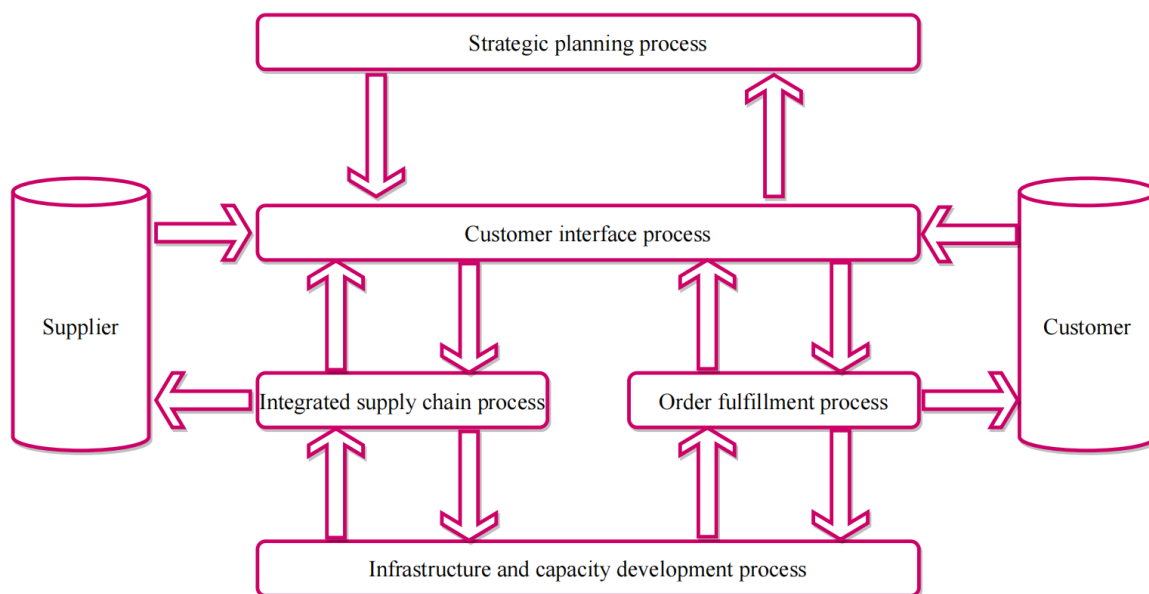


Figure 1 Core Flow Chart

Any organization must have certain security factors, an organization can accomplish its mission well, it must have a good security system, and the process-based organization must also have a corresponding security system, so the organizational security dimension is also a dimension of the process-based organization. The risk caused by the change of the direct market related to the enterprise can be avoided. For example, if the change of raw material cost affects the purchase cost of an enterprise, we can predict the changing trend of raw material prices in advance to determine the purchase strategy, reduce the purchase cost of an enterprise, and avoid the production cost being difficult to control because of the rapid change of raw material prices. As can be seen from the definition, the research object of enterprise strategy is the whole process of enterprise from input to

output, and this input-output process happens to be the core process of enterprise. Therefore, there is such a relationship between core process and enterprise strategy. Core process is the research content of enterprise strategy. The state of enterprise core process determines the competitiveness of enterprises, and organizational change based on core process is also a strong guarantee for strategy implementation. As shown in Figure 1.

The strategy-oriented internal control needs to decompose the strategic risk to each strategic level and run through the whole control process, and achieve the goal of keeping the overall risk within an acceptable range through the risk control at each level; Thirdly, in terms of control activities, the traditional control activities mainly include the separation of responsibilities, authorization and approval, asset control, and so on. After integrating into the objectives of strategic management, the control activities will undergo revolutionary changes. They are no longer just separate and single procedures and processes, but rely on the strategic objectives to combine its various elements to form a spontaneous and benign alternating cycle mode.

3. Change of enterprise strategic management process based on risk orientation in the context of Internet plus

3.1. Strategies of enterprise strategic management innovation in the context of "Internet plus"

While designing and creating Internet thinking, enterprise managers should constantly gain new experience from outside the enterprise, then analyze and communicate with colleagues, so as to improve the original management concept in an all-round way, and finally integrate the resources obtained, so that enterprises can build a brand-new and all-round industrial chain and establish enterprise alliances completely, thus further promoting the development of enterprises. Reasonable application of innovative technology not only properly allocates the resources of the enterprise itself, but also ensures the normal operation of the enterprise.

The operators of the enterprise should adjust the existing technology according to the continuous changes of the new market, improve the resource management of the enterprise itself by absorbing diversified information channels, master the information of the changes in the new market in different periods, use the latest information means to identify the links associated with the supply chain, and adjust and reduce the additional redundant links to achieve effective management of the enterprise. For technology-based enterprises, the most important thing is to grasp the core competitiveness of technology, ensure that every generation of products has technical guarantee, and seize the market through hunger marketing when launching technology products. For online products, there are corresponding offline service agencies to strengthen the service effect, and form a new export mode that is suitable for the development of enterprises. At the same time, through strong publicity and promotion, use the power of the Internet to explore potential invisible customers, improve brand awareness and ensure the effectiveness of strategic management.

3.2. Change the decision-making thinking of enterprise strategic management

In the final analysis, the era of "internet plus" is an era of applying big data and exerting its value, which requires managers to accumulate, analyze and utilize data, thus providing an important basis for strategic development decisions of enterprises. When enterprises carry out strategic management innovation, they should actively apply big data analysis and calculation methods such as model database, and grasp the overall environmental information, expected profits, market customer needs, etc. that enterprises face in their development. Companies with large-scale risk management and multi-level management are particularly important, because such enterprises are often insensitive to the risk assessment and identification process, which leads to the failure to implement risk response well. Based on the emergence of comprehensive risk management and the construction of strategic internal control system with risk as the core, it is best for such enterprises to set up a special risk management department to carry out risk management, interpret the internal and external environment of the enterprise in time, identify the weak points of risk and take targeted measures to deal with them.

The imperfect process of information acquisition, processing and evaluation is an important reason for the obstacle of information communication, which is particularly prominent in the process of strategic feedback and evaluation. In terms of control and supervision, it is more necessary to supervise the internal control according to the timely correction of the strategy during the implementation of the strategy. At the same time, the control and supervision itself is also an important link to promote the dynamic management of internal control. The problems found through the supervision are timely reflected to the internal control design department, so as to continuously improve the system itself. In the construction of the strategy-oriented internal control system, The supervision and evaluation of strategy implementation is integrated with the supervision of internal control. The headquarters of the company mainly plays the role of functional management system and is positioned as a functional management platform, providing a unified technical support platform for project construction, a major resource allocation platform, a cost measurement and accounting platform, and a management and supervision guarantee platform. Each project team is defined as a resource management and user unit. This pattern is to better adapt to the project construction management and respond quickly to market changes. Each team member should have the comprehensive skills required by the team, and their skills complement each other. The efficiency of non-marketing process can be measured by relative market share, finished product inventory turnover and accounts receivable turnover. The market share can be seen from Figure 2 that it is significantly lower than the main competitors.

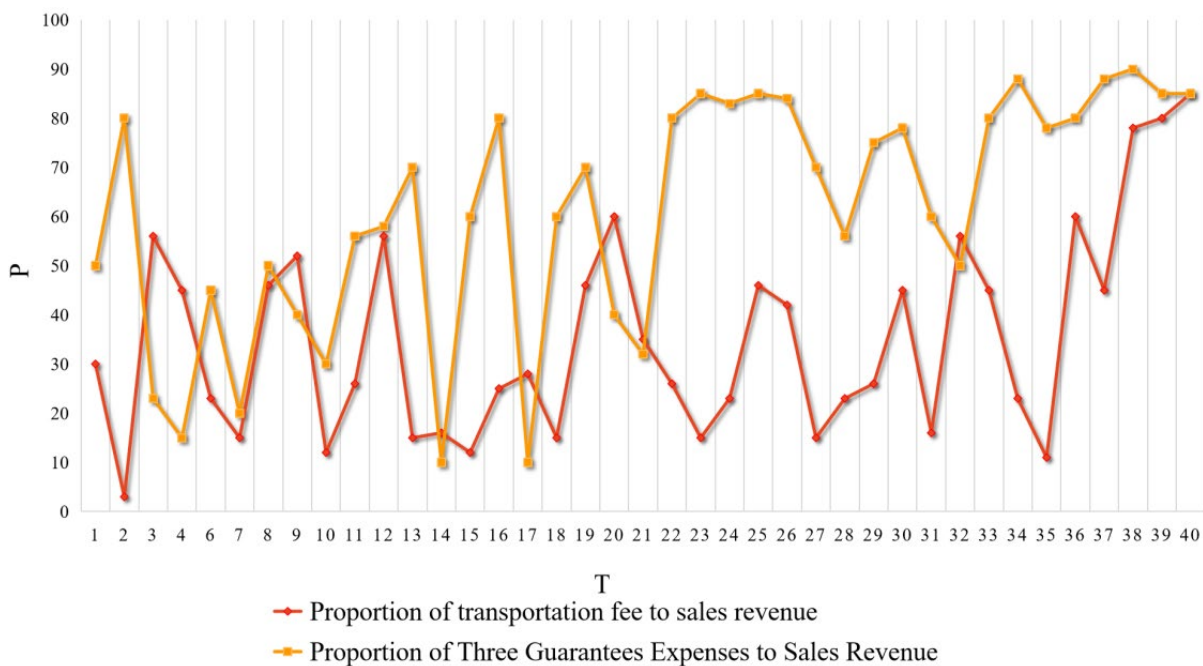


Figure 2 Proportion of operation and maintenance service revenue to sales revenue

In the process of enterprise management development in China, the existing management environment and planning path have gradually shown limitations and obsolescence. Under normal operation, the innovation of enterprises has been interfered by various external sources. Our managers should set the main body of marketing and implement it, and must not stop at the surface of marketing, and deeply analyze the core of marketing, so that the information of merchants and users is equal. Thirdly, it is necessary to broaden the channels of information acquisition, integrate extended data with professional data analysis institutions, tap and utilize data value in combination with the actual needs of enterprise development, and form decision-making ideas. Finally, we should actively implement open and regulated strategies, take the Internet as the premise, open the contact pattern between enterprises, form an open ecological circle connecting various groups' markets, screen through the neutral and objective filtering system set by the ecological circle, determine the cooperative relationship and development strategy, and strengthen management.

4. Conclusions

To sum up, under the background of "internet plus", the channels for enterprises to obtain data have been greatly broadened. Managers must fully understand the important role of data, actively use Internet thinking to innovate the channels for enterprises in information collection and system processing, use the technology research and development support brought by the Internet era, build more functional enterprise strategic management systems, actively innovate models, make full use of talents, and promote enterprises to achieve modernization development goals and maximize social and economic benefits. To comprehensively carry out planned reform and innovation for enterprises, and to cherish the opportunity, seize the opportunity, adjust the management and marketing of enterprises, talent training and product model transformation, reasonably build personalized enterprise advantages, traditional enterprises have entered the Internet era is an unquestionable step, then we need to follow the steps of the "Internet plus" era to steadily improve. Based on mature theories and models, this paper analyzes the current situation and problems of the case enterprise, proposes a new system contingency view of strategic oriented enterprise organizational change in the context of "Internet plus", and constructs a new path and model of organizational change.

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