

# Organisational Management Change in the Age of Digital Transformation: Theoretical Evolution and Framework Construction

Min Tang, Tianyi Qiao

Dongbei University of Finance and Economics, Dalian, Liaoning Province, 116012, China

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**Abstract:** This paper explores organisational management change in the digital era by proposing a "three-loop model" consisting of Dynamic Capability, Behavioural Mechanism, and Change Management. It argues that digital transformation is not just a technological upgrade but a comprehensive restructuring of capabilities, behaviours, and systems. The model integrates sensing, seizing, and reconfiguring (dynamic capabilities); individual empowerment and organisational cohesion (behavioural mechanisms); and structured transformation processes (change management). Case studies of Huawei and Alibaba demonstrate the model's practical relevance across traditional and platform-based enterprises. The study bridges theoretical gaps and offers actionable insights for building adaptive, resilient, and agile organisations.

**Keywords:** Digital Transformation; Organisational Change; Dynamic Capabilities; Change Management; Three-loop Model.

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## 1. Introduction

In the third decade of the 21st century, the exponential development of digital technology has reshaped the global business ecosystem. In 2024, the scale of China's digital economy exceeded 50 trillion yuan, accounting for more than 45% of GDP, of which the scale of industrial digitisation amounted to 41 trillion yuan, accounting for 81.7% of the total, marking the upgrading of the digital economy from an emerging concept to the core engine driving the global economic development. Against this backdrop, enterprise organisational management is facing unprecedented paradigm reconstruction - traditional hierarchical organisations are becoming increasingly rigid in response to the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) environment, while digitally native enterprises are rapidly emerging with agility. Digital transformation is far more than a mere technology upgrade, but a systematic project encompassing strategic reconfiguration, organisational change and cultural reshaping. The convergence of the Internet of Things (IoT), Artificial Intelligence (AI), Blockchain, and other "Big Intelligence, Mobile, Cloud, and Material Chain" technologies is triggering a fundamental change in the management model of enterprises.

This change has both opportunities and challenges. Data-driven decision-making makes precision marketing and supply chain optimisation possible, platform-based organisations empower frontline teams to respond quickly to the market, and remote collaboration breaks down the geographical constraints of talent. However, the transformation process is accompanied by severe resistance: Accenture's "2023 Digital Transformation Index for Chinese Enterprises" shows that only 9% of enterprises have achieved significant transformation results, and the average success rate in the past six years is only 11.5%, reflecting the general predicament of "not daring to turn, not knowing how to turn". The deep-seated contradiction lies in the fact that digital transformation requires enterprises to break through the double shackles of technological dependence and cognitive paths, such as the traditional manufacturing enterprises rely

on the order of management and control, while the digital need to tolerate the failure of the "culture of trial and error", the two conflicts need to be reconciled.

The purpose of this paper is to systematically explore the logic of reconfiguration of organisational management paradigm by digital transformation. It integrates change management, organisational behaviour and dynamic capability theories to construct a management framework suitable for the digital era. The theoretical value of the study lies in bridging the gap between traditional management theories and digital practices, while the practical significance of the study is to provide an actionable transformation path to help enterprises cross the "valley of death".

## 2. Literature Review

In the early 20th century, Taylor's scientific management theory decomposed the production process into standardised action units, maximised efficiency through the study of working hours, and adapted to the needs of mass production during the Industrial Revolution, but regarded human beings as an extension of machinery. In the 1960s, systems theory regarded the organisation as an organic whole, and the theory of power change advocated that The theory of change advocates that "there is no best, only the most suitable", and stresses that the organisational structure needs to be dynamically adjusted according to the environment.

Entering the digital era, traditional management theory has encountered three major challenges: the time lag of information transmission in hierarchical structure is difficult to match the speed of market change; closed innovation is unable to cope with the complexity of technological convergence; and controlled management inhibits the creativity of knowledge-based employees. These limitations have given rise to new paradigms such as platform organisations and liquid organisations, which have pushed management theory into the fourth stage - the digital ecological paradigm. Its characteristics are reflected in three aspects: First, the organisational structure from vertical to mesh, Huawei's "product line + resource line" matrix structure to improve the response speed of R & D by 40%,

Alibaba's "big middle office, small front office" model to support the rapid iteration of multiple lines of business; Second, leadership from command to empowerment, leadership from command to empowerment, leadership from command to empowerment. Leadership from command to empowerment, Amazon's "reverse work method" requires managers to push back the execution path from customer demand, reshaping customer-centric leadership; Third, the organisational culture from control to fault tolerance, Huawei through the "class leader's war" mechanism to give the first-line Huawei empowers frontline decision-making through the "War of the Team Leader" mechanism, promotes cross-level knowledge sharing through "coffee dialogues," and injects openness into process norms.

There are three deficiencies in current research: first, the evaluation criteria are fragmented, and the measurement of the degree of digital transformation relies on text analysis, input indicators or maturity models, lacking a unified framework; second, the mechanism of research is localised, focusing on single-point effects (such as the promotion of digitalisation on innovation) and ignoring systematic changes in organisational management; and third, the contextualisation is lacking, with insufficient attention paid to the differences between traditional manufacturing and service industries, and to the regional digital divide. Thirdly, there is a lack of contextual adaptation, with insufficient attention paid to the differences between traditional manufacturing and service industries and the regional digital divide. These gaps highlight the urgency of building an integrated theoretical framework.

### 3. Theoretical Foundations

In order to analyse organisational change in digital transformation, this paper integrates three major theoretical perspectives and constructs a three-dimensional framework of "change process-behavioural mechanism-competence root", which provides a conceptual lens for subsequent empirical analysis.

Change management theory provides a methodology for managing transformational resistance. Lewin's force field analysis model emphasises the three stages of "unfreezing-change-refreezing", which, in the digital context, require breaking the dual paths of technological dependence (legacy system constraints) and cognitive dependence (traditional management thinking). When Huawei launched its "cloud strategy" in 2009, it exposed flaws in its IT architecture through the "red and blue army confrontation mechanism" to build momentum for change, illustrating this logic. In the process of "establishing a sense of urgency", Kotter designs a communication strategy that considers the disruptive nature of technology (e.g., the replacement rate of AI jobs) and the market window; in the "consolidating achievements" phase, he stresses using digital tools to demonstrate transformation benefits. For instance, central construction enterprises have automated overseas project settlement through blockchain, boosting cross-border payment efficiency by 60%.

Organisational behaviour theory reveals how digitalisation reshapes individual motivation, group interaction and organisational commitment. At the individual level, self-determination theory explains how digital empowerment satisfies knowledge workers' autonomy needs, such as Google's "20% time" system enabling employees to initiate projects independently. At the group level, social exchange theory explains trust-building in cross-departmental

collaboration—social capital emerges when IT and business departments share knowledge through the "Digital Seeds" programme. At the organisational level, psychological contract theory warns that digitalisation may disrupt traditional employment relationships. The rise of telecommuting highlights the importance of virtual team management. Zoom's "Asynchronous Collaboration Principle" stipulates that real-time meetings are for key decisions, while information is shared via recordings and documents, balancing flexibility and avoiding "videoconference burnout".

The theory of dynamic capabilities has been redefined in the digital age. Among the three major capabilities proposed by Teece: the sensing layer stresses data-driven insights—for example, Ali's data centre enables real-time market perception via the OneData system. The seizing layer focuses on ecosystem collaboration, as Huawei's "Kunpeng + Rise" ecosystem unites over 500 partners to turn technical strengths into market standards. The reconfiguring layer focuses on organisational adaptability—Netflix showed structural resilience by restructuring its tech team three times during its shift from DVD rentals to streaming, without disrupting service continuity.

Based on the above integration, this paper proposes a three-loop model for digital transformation management: the inner loop takes dynamic capability as the change engine to help organisations adapt continuously to the digital environment; the middle loop translates capability into action through the behavioural conduction chain of individual empowerment-group synergy-organisational commitment; and the outer loop applies change management tools to systematically guide the transformation and reduce organisational entropy. The framework not only emphasises technical empowerment, such as cloud-native architecture for rapid iteration, but also humanistic compatibility, such as addressing the digital skills gap of aging employees—offering traditional enterprises a transformation guide balancing efficiency and empathy.

To respond to the opportunities and challenges brought by digital technology, this paper constructs a three-loop model of "dynamic capability-behavioural mechanism-change management" based on the integration of previous theories, aiming to provide a systematic transformation path for various types of organisations. The next section analyses the logic of model construction, explores each component in depth, and proposes specific solutions for reshaping organisational paradigms in manufacturing, service, and platform enterprises.

### 4. Framework Building and Pathway Design

First, the inner ring of "dynamic capabilities" is the fundamental driving force for organisations to adapt to the digital environment and achieve strategic reconfiguration. The three elements of dynamic capabilities proposed by Teece (2007) - sensing opportunities, capturing value, and reconfiguring resources - have been given a new meaning in the digital context. --The three elements of dynamic capabilities proposed by Teece (2007) - sensing opportunities, capturing value, and reconfiguring resources - have been given new connotations in the digital context. Sensing capability is mainly embodied in data-driven external insights and technology trend identification, such as Alibaba's construction of the OneData system, which tracks user needs

and market changes in real time through unified data standards, thus forming an accurate strategic foresight capability. Acquisition capability refers to the ability of an organisation to integrate and transform resources through a technology platform. For example, Huawei builds an industrial synergy system with a "cloud platform + edge computing" to integrate heterogeneous data flows into business assets. Reconfiguration capability focuses on the organisation's rapid adaptation and structural reorganisation under dynamic changes in the environment, as exemplified by Netflix's three IT team reshuffles, which enabled it to complete its transformation quickly without affecting its core business. Zhang Pei and Zhang Ru (2022) further pointed out in the "dynamic capability perspective of the digital transformation path of manufacturing enterprises" that the digital dynamic capability has a stage-by-stage evolution characteristics, and the organisation must go through the "cognition-integration-practice" capability leap process in order to adapt to the complex system transformation. Organisations must go through the process of "cognition-integration-practice" in order to adapt to complex system transformation.

Second, the Azeus Behavioural Mechanism is a pathway for the implementation of competencies, which ensures a positive chain of transmission from technical competencies to performance outcomes. The mechanism can be divided into three levels: individual, group and organisation. At the individual level, digital empowerment promotes employees' self-driven, autonomous learning and sense of task creation. Google's "20% free time" system, which allows employees to carry out non-core tasks during working hours, has greatly stimulated individual motivation to innovate. Fan Hejun (2021) points out in his study that employees' digital skills training, psychological contract reconstruction and sense of achievement are the key prerequisites for promoting digital culture. At the group level, the behavioural mechanism is reflected in cross-departmental collaboration and trust mechanism construction. For example, ByteDance realises flat communication and task transparency through the Flying Book platform and OKR management system, thus reducing information barriers and goal deviation. Social exchange theory shows that the continuity of inter-group cooperation is closely related to the generation of trust, and cross-functional collaboration with "weak connection" often requires institutional guarantee and cultural support. At the organisational level, behavioural mechanisms are mainly manifested in cultural contracts and institutional design. Huawei empowers grass-roots managers with consistent decision-making authority and responsibility through systems such as the "War of the Team Leader", and promotes knowledge sharing through mechanisms such as the "Coffee Conversation", which effectively promotes the generation of organisational psychological identity.

Once again, the outer ring "change management mechanism" is a systematic project to ensure that the transformation is controllable, the risks are preventable and the results are sustainable. Based on Lewin's (1951) three-phase theory of "unfreeze - change - refreeze", organisational change in the digital context needs to strengthen the process control capability. In the "unfreezing" stage, organisations need to break the existing cognitive path and technological dependence through internal communication and cultural dissemination, and the "establishing a sense of urgency" proposed by Kotter (1996) should be combined with the AI

substitution rate, the market window and other external shocks to perform risk interpretation and visioning in the digital era. Kotter (1996) suggests "building a sense of urgency", which in the digital era should be combined with external shocks such as AI substitution rate, market window, etc. Risk interpretation and vision shaping should be carried out to awaken organisational anxiety. In the "change" phase, through the establishment of cross-departmental project teams, the introduction of a middle platform, and the implementation of agile development, organisations can quickly trial and error, and local optimisation. Huawei's "Red-Blue Confrontation Mechanism", for example, reveals technical shortcomings through simulated attacks and defences in the early stages of IT transformation, thus enabling the organisation to leapfrog in capability. As for the "refreezing" stage, the emphasis is on the institutionalisation of the mechanism and sustainable performance. Construction central enterprise China Construction Group automated the settlement of overseas projects through blockchain technology, effectively consolidating the results of process optimisation and incorporating them into the organisation's regular operating procedures, reflecting the trend of re-institutionalisation of digital transformation. Combined with the P3M3 (Project, Plan, Portfolio) maturity model, project management capabilities can be embedded in the organisational processes, making the change "sound on the ground".

In order to promote the synergistic operation of the above three rings, the middle-office strategy, as the intermediary platform of "capability-mechanism-management", is increasingly becoming the standard for digital enterprises. Alibaba's "big middle office, small front office" structure is a typical case, in which the middle office provides support for the rapid iteration of front-end business through unified data, technology and business standards. In the logic of the model, the middle office strategy can be embedded in three rings: first, as a capability support system to improve data perception and resource integration efficiency; second, as a behavioural conduction platform to optimize cross-departmental collaboration and process re-engineering; and third, as a carrier for change management to promote project implementation and experience precipitation. Zhang Xu and Li Shuang (2021) pointed out in "Organizational Flexibility Redesign Based on the Middle Office Architecture" that the essence of the middle office strategy is the reconstruction of organisational boundaries and structure, and the key to its success lies in the mechanism design of "cohesion+decoupling" and the promotion path of "gradual pilot+systematic evolution". The key to its success lies in the mechanism design of "cohesion + decoupling" and the promotion path of "progressive pilot + systematic evolution".

Based on the logic of the three-ring model, this paper further proposes digital transformation paths for different types of organisations. For the traditional manufacturing industry, the path should be divided into three steps: the first stage is the perception stage, deploying intelligent equipment, ERP systems to obtain basic data; the second stage is the integration stage, establishing a data centre to open up the internal information flow; the third stage is the reconstruction stage, introducing flexible production and platform collaboration mechanisms to achieve process reengineering. Zhang Pei (2022) points out that the biggest challenge facing manufacturing companies is cultural inertia and technical debt, so they need to achieve system replacement through a

gradual approach of "small steps".

Service-oriented organisations, on the other hand, take customer data as their core resources, and place more emphasis on improving individual capabilities and building flexible systems. For example, Ping An Bank has built a customer labelling system and a digital marketing platform to improve the accuracy of customer profiling and service response efficiency. The strengthening of individual behavioural mechanisms (e.g. digital training for account managers) and the construction of group trust mechanisms (e.g. remote collaborative performance appraisal mechanisms) have become key variables.

The path of platform-type enterprises such as Ali and ByteDance is more ecological and synergistic. After piloting the middle platform mechanism at an early stage, the organisation was rapidly deconstructed and reengineered to form a "middle platform + business line" dual-wheel drive structure, on the basis of which the technical capabilities were exported to the outside world to build a multilevel cooperation ecosystem. For example, Ali has exported its internal collaboration tools to the outside world through the Nail platform to promote the digitisation of small and medium-sized enterprises; ByteDance has driven the sharing of knowledge management and cultural mechanisms in the industry through the Flying Book.

To sum up, the three-loop model of "dynamic capability - behavioural mechanism - change management" constitutes the logical closed loop of organisational restructuring paradigm in the digital era. Dynamic capabilities drive organisational adaptation, behavioural mechanisms achieve organisational synergy, and change management controls process risks, which are intertwined and mutually reinforcing to support a new picture of organisational management in the context of digitalisation. In the next chapter, we will further analyse the operation path and management insights of the model in real organisations through specific case studies (e.g. Huawei, Ali, etc.).

## 5. Typical Case Studies

In order to further verify the adaptability and application value of the "three-ring model" in real-life organisations, this paper selects two representative Chinese enterprises, Huawei and Alibaba, representing traditional process-based enterprises and platform-based digital native enterprises respectively, and analyses their practical paths in dynamic capability construction, behavioural mechanism design and change management promotion. The two cases not only show how enterprises build dynamic capabilities, design behavioural mechanisms and promote change management. These two cases not only show how companies build systematic capabilities to meet digital challenges, but also reflect the differences in transformation logic, pace and culture of different organisations.

As a highly process-oriented global communications equipment manufacturer, Huawei's digital transformation began in 2009 with the introduction of its Cloud Strategy. Faced with the challenges of external technological change and an aging internal IT architecture, Huawei has gradually promoted capability reconstruction, mechanism renewal, and the embedding of change systems. In terms of capacity building, Huawei has completed resource integration through SAP systems, data platforms, and unified IT architectures, and in the midterm, Huawei has further built the Kunpeng+Shengteng ecosystem, collaborating with upstream

and downstream enterprises to create an open ecosystem. This process fully embodies the realistic evolution path of the three dynamic capabilities of sensing, capturing and reconfiguring proposed by Teece (2007).

In terms of behavioural mechanisms, Huawei pays particular attention to the simultaneous shaping of employee motivation and organisational identity. Its "Red-Blue Confrontation Mechanism" promotes problem identification through simulated attacks and defences, and gives employees the power to question and the space to express themselves constructively, stimulating active participation and systematic thinking. Meanwhile, Huawei adopts a "product line + resource line" matrix structure for cross-team collaboration, which enhances process flexibility and resource deployment efficiency. At the organisational level, Huawei empowers frontline managers through systems such as the "Class Leader's War" and "Coffee Conversation", which enhance the openness and flatness of the organisational culture, and thus realise a "bottom-up" and "self-up" approach in the behavioural transfer mechanism. The organic combination of "bottom-up" and "top-down" has been achieved in the behavioural transmission mechanism.

In terms of change management, Huawei has followed the "unfreeze-transform-freeze" path well. By establishing a sense of urgency for change, forming pilot teams, and precipitating mechanisms, Huawei has built a relatively robust institutionalised process in promoting transformation. For example, the introduction of blockchain technology in overseas operations to improve settlement efficiency and incorporate it into the standard process demonstrated its ability to consolidate mechanisms during the refreezing phase. The entire transformation process reflects the triple combination of project-based promotion, feedback mechanisms, and dynamic reconfiguration of organisational capabilities, in line with the inherent logic of the three-ring model.

In contrast, Alibaba's transformation started from the organisational "friction" caused by its business expansion. With the parallel development of multiple business lines, the duplication of resources and data fragmentation has become a bottleneck that restricts its agile innovation. In order to meet this challenge, Ali launched the middle platform strategy in 2015 to build a unified support system covering technology, data and business, and to promote the upgrading of organisational capabilities in the direction of platformisation and servicability. In terms of capacity building, Ali realises the sharing and reuse of capacity among various business lines through the collection and modular output of the capacity of the middle platform, and further opens up to ecological partners to form a "spillover reconfiguration" of capacity, which not only strengthens its own perception and configuration capacity, but also promotes the penetration of digital technology in the industry.

At the level of behavioural mechanisms, Ali focuses on the high degree of alignment between employee motivation and organisational goals. Through the OKR system, bi-weekly review, cross-departmental mixed teams and other mechanisms, the organisation's transparency is enhanced and the efficiency of goal alignment is strengthened. At the same time, through the "political commissar system", culture construction is deeply embedded in the front line of business, so that the team's behaviour is guided by the unity of the value orientation, which strengthens the synergy and cultural cohesion of the organisation. The design of this behavioural

mechanism not only enhances employees' sense of identification with the organisation's goals, but also builds a behavioural atmosphere of high-frequency interaction and rapid collaboration in practice.

In terms of change management, Ali's middle office reform has gone through a phase of internal resistance and cultural conflict, but it has achieved systematic expansion from point to point through small-scale pilots, experience replication, strategic support and process consolidation. In order to ease the resistance to change, Ali has set up a special promotion mechanism internally and carried out a visual display of the transformation effect in combination with the business effectiveness data, thus enhancing the staff's recognition and acceptance of the value of the middle office. At the institutional level, Ali has gradually established a standardised interface management and cross-departmental performance linkage mechanism to promote the institutionalisation and long-term sustainable operation of the results of the Middle Office strategy.

Overall, although Huawei's and Ali's digital transformation paths are different, they both reflect the organic integration of capacity building, behavioural transmission and institutional guarantee under the analytical framework of the three-ring model. Huawei emphasises the integration of processes and technologies, and focuses on strengthening internal capabilities and reshaping organisational structure; Ali, on the other hand, realises the platformisation of resources and the export of culture through its middle-stage strategy, and focuses on ecological expansion and flexible governance. Both of them show unique path choices to cope with digital complexity and uncertainty, and indicate that the three-ring model has strong explanatory power and adaptability.

## 6. Conclusion and Recommendations

With the widespread penetration of digital technology, global enterprise organisational management is undergoing a systematic paradigm restructuring. Focusing on the theme of "Organizational Management Change in the Era of Digital Transformation", this paper proposes and validates a three-loop model of "Dynamic Capability-Behavioural Mechanism-Change Management" through theoretical integration and framework construction. This paper focuses on the theme of "organisational change in the era of digital transformation", and proposes and validates the "Dynamic Capability - Behavioural Mechanism - Change Management" model through theoretical integration and framework construction, in an attempt to respond to the triple challenges of insufficient adaptability of the current management theories to the digital practice, fragmented understanding of organisational mechanisms, and lack of systematic research on pathways. Through the previous theoretical elaboration and case analysis, the core conclusions, theoretical contributions and practical suggestions of this paper can be summarised as follows.

### 6.1. Conclusion of the Study

First of all, digital transformation is essentially not only a renewal of the technical system, but also a deep reconstruction of the organisational system. From the traditional management paradigm centred on process control and efficiency drive, it has shifted to the agile paradigm centred on capability adaptation, behavioural synergy and dynamic management. This change reflects a fundamental adjustment in the relationship between the organisation and

the environment, i.e. from "static homeostasis" to "dynamic resilience".

Secondly, the reconfiguration of organisational capabilities relies on the organic integration of three types of mechanisms. The first is "dynamic capability" as the transformation engine, covering the ability to perceive technology trends, allocate resources and reconstruct structures, which is the key support for enterprises to cope with the uncertain environment; the second is "behavioural mechanism" as the transformation channel, achieving endogenous transmission from capability to performance through individual empowerment, group synergy and organizational recognition; and the third is "change management" as the process guarantee. Secondly, the "behavioural mechanism" as the transformation channel, through individual empowerment, group synergy and organisational recognition, to achieve the endogenous transmission from capability to performance; thirdly, the "change management" as the process guarantee, to ensure the orderly promotion of the transformation and solidification of the results through a systematic path. These three constitute a closed-loop logic, jointly promoting the organisation from "passive response" to "active shaping".

Third, the cases of Huawei and Ali verify the model's practical adaptability and explanatory power. Huawei has achieved platformisation and ecological capability construction through process-driven and matrix organisation optimisation and restructuring, while Ali has taken the middle-stage strategy as the starting point to drive the organisation from "closed and independent" to "modular synergy" through the pooling, sharing and spillover of capabilities. Both companies have embodied the transformation logic of "three-ring synergy", proving that this framework can provide strategic guidance for enterprises in different situations.

### 6.2. Theoretical Contributions

The research in this paper makes three important contributions to organisational management theory. First, in terms of theoretical integration, this paper systematically integrates dynamic capability theory, organizational behavior and change management theory, and constructs a "three-loop model" applicable to the digital context, which forms a logical closed loop from capability drive, behavioral mechanism to process management, and responds to the current fragmentation of the research on organization management in the academic community, which is not in practice. This responds to the current academic problem of fragmented and out-of-practice organisational management research. Secondly, in terms of conceptual construction, the three-loop model proposed in this paper not only covers the key links of digital transformation, but also establishes a complete chain from technical capacity building, behavioural mechanism driving to change path control, providing an operable and interpretable theoretical tool for the systematic transformation of digital organisations. Compared with the exploration of a mechanism or a single point of capability in previous literature, this paper achieves a leap from point to surface, bridging the structural rift between theoretical research and organisational practice. Finally, at the level of mechanism exploration, this paper emphasises the importance of the synergy between organisational structure reshaping and cultural mechanisms, pointing out that digitalisation is not only a technological change in structure, but also a reshaping of deep-seated behaviours and identities. The case studies of

Huawei's "Red-Blue Mechanism" and Ali's "Political Commissar System" show that the coupled design of structure and culture is the key path to promote the efficient transformation of organisations, which provides a new interpretative perspective for the application of organisational culture theory in the digital context.

### 6.3. Management Recommendations

This paper puts forward the following management recommendations to address the practical challenges of digital transformation in enterprises. First of all, enterprise managers need to complete the cognitive upgrading of digitalisation, and regard it as a comprehensive organisational reengineering project rather than a system deployment at the IT level only. This requires managers to strategically rethink enterprise resource allocation, organisational boundaries and management logic, and promote the shift from "control-based management" to "empowering leadership". Secondly, enterprises should be guided by the three elements of dynamic capabilities, and gradually build a core capability system including data awareness, resource integration and organisational restructuring. In practice, the foundation of capabilities can be strengthened by building a data centre, introducing intelligent analysis systems and promoting IT and business synergy. In addition, in terms of the design of behavioural mechanisms, attention should be paid to the improvement of employees' digital literacy and the optimisation of organisational synergy. Enterprises should encourage employees to engage in participatory learning and cross-departmental exchanges, and build a collaboration system that covers goal alignment, trust building and incentive mechanisms, so as to strengthen the positive transmission of behavioural paths. Finally, in terms of change management, enterprises need to build an agile change system centred on project management. Combined with performance management and feedback mechanisms, they should promote the visualisation, phasing and institutionalisation of the change process, so as to realise the organisation's rapid response and structural adaptation to the complex environment. This series of recommendations is intended to help business managers build a robust and resilient organisational form in the highly uncertain digital environment, and to achieve an effective connection from technology introduction to organisational upgrading.

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