

Enterprise Lifecycle Management Strategies: Integration and Application of Professional Manager and Entrepreneurial Modes under Uncertainty

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Abstract: This paper reviews the enterprise under the condition of the life cycle and the uncertainty of model transformation strategy, analyses the model of managers and entrepreneurs is the combination of the impact on the enterprise management. With the acceleration of globalization and technological progress, the enterprise life cycle, increasing uncertainty in the model transformation strategy is widely used in various industries, to deal with complex dynamic market environment. By reviewing the development history of this strategy and its impact on economy, society and environment, this paper discusses how to balance innovation and efficiency to achieve sustainable development in the context of uncertainty. In view of the different life cycle stage and market uncertainty, puts forward the coping strategies from early stage to the downturn, and combined with case analysis at home and abroad and the actual effect. Finally, based on the evaluation results, this paper puts forward the policy recommendations of supporting innovation and transformation, in order to promote the flexibility of enterprise under uncertain environment and sustainable development.

Keywords: Enterprise Life Cycle; Mode Transformation Strategy; Professional Manager Model; Entrepreneur Model; Uncertainty; Economic Impact; Social Responsibility; Environmental Protection; Innovation Management; Policy Suggestions.

1. Introduction

In the modern economy, businesses face an increasingly complex and dynamic external environment. The acceleration of globalization and technological progress makes the life cycle of enterprises present a higher uncertainty, thereby increasing the enterprise in different life cycle stage of the difficulty of keeping competitive advantage. To address these challenges, the enterprise gradually adjusted on management mode, to adapt to the change of external environment. In recent years, the combination of the professional manager mode and entrepreneurs are widely attention, and was as enterprise schema transformation strategy in uncertain environment. This strategy has been applied in different industries, has brought significant economic, social and environmental effects.

Professional manager model and entrepreneur model are important theoretical models of modern enterprise management and operation, which have both connections and differences. Current trends of research focused on the interaction and integration of both, especially in the organization and management, the innovation drive and enterprises under the background of transition, study how to optimize in uncertain environment the advantages and disadvantages of two modes. Here is the professional manager mode and entrepreneurs, research trend and the future development of the correlation of evaluation, and puts forward some innovative research issues.

1.1. The Relevance of Professional Manager Mode and Entrepreneurs

Professional manager mode emphasizes the professional and scientific management, professional managers with systematic management knowledge and experience, usually operate in a mature organization, focus on efficiency, process

optimization, and the steady growth; Entrepreneurship model with entrepreneurship and innovation as the core, is often in the case of limited resources to promote innovation, with agile, quick response to characteristics, focus on breakthrough innovation and market development.

Relevance:

-Complementary roles: professional managers can bring mature management system and risk control to enterprises, while entrepreneurs can bring innovative and breakthrough thinking. The combination of the two can help to form a dynamic balance of innovation and management.

- Common strategic goals: Both focus on the sustainable development of the enterprise, but the paths and ways are different. To combine two modes, help to achieve steady growth in the uncertainty.

- ability to transfer: research shows that entrepreneurial human dominant enterprises at the start-up stage, if in the developing gradually to introduce professional managers, can effectively increase the operation efficiency; On the contrary, if professional manager-led companies can properly introduce entrepreneurship, they can also stimulate internal innovation.

1.2. Current Research Trends

- cross model of collaborative innovation: more and more studies focus on how to make the management experience of professional managers and entrepreneurs innovation ability, promote enterprise innovation and adaptability. For example, through hybrid leadership teams, the advantages of the two models can be maximized.

-Model adaptation in a dynamic environment: As the business environment becomes increasingly complex and dynamic, research has focused on how companies at different stages of development can effectively choose or balance the two models in different situations. For example, in high-tech companies, the start-up stage is dominated by the

entrepreneurial model, while the mature stage gradually transitions to the professional manager model.

- culture and the system integration: as the model of professional managers and entrepreneurs have different culture and management style, the study also discusses how to in culture and system integration, building to innovation and prudent management of organizational culture.

- several intellectualization management mode of the era of evolution: with the popularity of technologies such as artificial intelligence, big data, how to make use of these technologies can assign professional managers and entrepreneurs, promote its decision-making and management ability, become a new research hotspot.

1.3. Evaluation of Future Development Direction

-From "role demarcation" to "role integration" : the future development trend may be biased towards the deep integration of the roles of professional managers and entrepreneurs, that is, professional managers have more innovative thinking, and entrepreneurs have stronger management ability.

-Digital and intelligent support: Digital technology and intelligent tools will continue to promote the integration of the two models, and intelligent platforms may emerge in the future, driven by data, to help professional managers and entrepreneurs make more accurate decisions in a dynamic environment.

-interdisciplinary mode: the mode of professional managers and entrepreneurs from each other and penetration will no longer be confined to a single industry, in the future more interdisciplinary (e.g., social enterprises, education, public service, etc.) may be seeing a similar pattern in the fusion and innovation.

1.4. Innovative Research Topics

Research on the impact of intelligent support on the model integration of professional managers and entrepreneurs: explore how to use AI and big data to support the decision-making of professional managers and entrepreneurs, especially the coping strategies in dynamic environments and complex situations.

professional managers and entrepreneurs in the collaborative mechanism in the organizational innovation culture: study how effective mechanisms are established within the organization, the professional managers and entrepreneurs to participate innovation culture shape, and achieve collaborative innovation.

Adaptation of professional managers' roles in start-ups and innovative management: analyze management styles and innovation strategies of professional managers in start-ups, and explore new management models suitable for entrepreneurial environment.

based on the digital platform of entrepreneurship and the role of the professional managers refactoring: the digital platform how to restore the role of the professional managers and entrepreneurs definition, give it more decision-making and execution.

Dynamic impact of environmental uncertainty on the choice of professional managers and entrepreneurs: A model is established to analyze how environmental uncertainty (such as market fluctuations and technological changes) affects the trade-off choice between professional managers and entrepreneurs.

Research on the integration of professional manager and entrepreneur model in intergenerational enterprise inheritance: To analyze how to use professional manager and entrepreneur model to achieve smooth transition and continuous innovation in the process of family business inheritance.

The combination of the professional manager mode and entrepreneurs will be the important trend of the future enterprise management. Through the fusion of these two patterns advantage, the enterprise can be in the complex and changeable market environment more flexibility and innovation. Future research should explore the role of digital and intelligent tools in supporting the two models, as well as the best practices in different industries and contexts. Innovative research topics can further promote the development of theory and practice, and provide strong theoretical support for the sustainable growth of enterprises.

This article aims to systematically evaluate model under the condition of enterprise life cycle and uncertainty conversion strategy, through the analysis of the multidimensional impact on the economic, social, environmental, put forward the corresponding policy recommendations, provide theoretical support and practical reference for government and enterprises.

2. Development Process of Enterprise Life Cycle and Mode Switching Strategy

2.1. Stage of Traditional Management Mode

At the beginning of the 20th century, the traditional enterprise management mainly took stability and standardization as the core, and the professional manager model emerged under this background, represented by Taylor's scientific management and Ford's assembly line. In this stage, the enterprise life cycle is usually regarded as linear development. In a stable external environment, the professional manager model can effectively improve efficiency and control risks. However, it lacks the ability to cope with environmental uncertainty.

2.2. Proposal of Enterprise Life Cycle Theory

In the 1950 s, the enterprise life cycle theory gradually arisen, emphasizes the enterprise need to choose appropriate at different stages of management mode. Growth and maturation of the enterprises tend to professional manager mode, and the initial and transitional pattern of enterprises more entrepreneurs. This theory provides a basis for enterprises to choose management mode under the condition of uncertainty.

2.3. Dynamic Capability Theory and Hybrid Model Application

Into the 1990 s, the global market and technology led to the rapid change of dynamic capability theory, emphasizes the enterprise in different environments need to have the ability to adapt and adjust. Enterprises gradually realized that single mode cannot cope with a complex environment, thus gradually used in the management mode of professional managers and entrepreneurs of the mixed management strategy, innovation and efficiency balance is realized.

2.4. Emergence of the Ecosystem Model

In the early 2000s, with the rise of ecosystem management and digital transformation, enterprises gradually went beyond

internal boundaries in management and focused on synergy with external partners. Ecosystem theory provides enterprises with a new perspective of dynamic adjustment, encourages collaborative innovation and resource integration to cope with uncertainty, and further promotes the application of mode transformation strategy.

3. Case Review

In the enterprise life cycle, environmental uncertainty has a significant impact on the causes, effects and coping strategies of mode switching strategies. The choice of professional manager mode and entrepreneurs often depends on the enterprise life cycle stage and the dynamic changes of the external environment. In the following, from the three aspects of causes, impacts and coping strategies, combined with domestic and foreign cases, an in-depth analysis of enterprises' mode transformation strategies under uncertain conditions will be carried out.

3.1. Cause Analysis

Enterprise in different life cycle stages in the face of uncertainty external and internal requirements are different, the choice of mode is mainly driven by the following factors:

- resource conditions: enterprise initial resources are scarce, tend to be entrepreneurs mode in order to enhance innovation and market development; In the mature stage, with abundant resources, it is more suitable for the professional manager model to improve operation efficiency and risk control.

- environmental uncertainty: in a rapidly changing market, enterprises need through entrepreneurship model for agile response; In stable markets, the professional manager model helps to manage complex business structures.

- Organizational size and structure: start-ups are small and flat, which is more suitable for the entrepreneurial model; However, when the enterprise develops to a certain scale, the complex organizational structure requires systematic management and professional management by professional managers.

- strategic goals: enterprises in growth with growth as the core goal, entrepreneurship mode to promote innovation and expansion; Will focus on the stability and optimize the mature period, professional manager mode helps to achieve steady development.

3.2. Impact Analysis

- Enterprise adaptability and innovation ability: in the start-up stage, the entrepreneur model enhances the speed of market response and innovation ability, but lacks long-term robustness in an uncertain environment. Mature professional managers model can improve efficiency of enterprise management, but in innovation and cope with paroxysmal environment may slow response.

- Corporate culture and employee behavior: The entrepreneur model often has a culture of innovation and motivation, which makes employees more entrepreneurial; However, in enterprises dominated by professional managers, process, efficiency and control are more emphasized, and employees' motivation for innovation may be weakened.

- Decision-making efficiency and cost control: the professional manager model reduces costs and improves efficiency through systematic management, but it may be difficult to respond to market changes in a highly uncertain market; The entrepreneur model has the advantage of flexible decision-making, but it is difficult to control the cost and risk

after the scale of the enterprise expands.

4. Coping Strategies

Companies can adopt the following strategies to optimize mode choice under different life cycles and uncertainty conditions:

4.1. Start-up Period: Flexible Response and Market Orientation

- strategy: initial uncertainty is higher, companies usually with limited resources and need a quick response to market. At this time, the entrepreneur model should be adopted to give entrepreneurs more decision-making power to promote product innovation and market expansion.

- Case study:

- China's Pinduoduo: In its initial development process, it flexibly explored lower-tier city markets through the entrepreneur model, and grew rapidly in the highly competitive market through an innovative social e-commerce model.

- Tesla in the United States: in the early days of its establishment, it realized high-risk research and development of electric vehicle technology through the entrepreneur model, and quickly occupied a place in the electric vehicle market.

4.2. Growth Period: Proper Introduction of Professional Managers and Strengthening of Organizational Management

- strategy: after the enterprise scale and resources gradually rich, could face a bigger market uncertainty, enterprises should gradually introduce professional managers model to standardize the management process and control operational risk, while retaining the entrepreneurial spirit to promote innovation.

- Case study:

- Uber in the United States: During its rapid expansion phase, it brought in professional managers to improve the company's management and compliance, but it still maintained an entrepreneurial culture and encouraged innovation to help it expand rapidly in the global market.

- China's Xiaomi: introduced a team of professional managers in the growth stage to improve operational efficiency through institutionalized management, while retaining the innovation culture emphasized in its entrepreneurial model to maintain market competitiveness.

4.3. Maturity: The Professional Manager Model is the Main Model, and the Entrepreneurial Model is the Auxiliary Model

- Coping strategy: In the mature period, enterprises are usually faced with stable market and fierce competition pressure, and the professional manager model is suitable for optimizing process, controlling cost and stabilizing market share. At the same time, in the face of technological change and market changes, can startup mode, introduced through the project scheme, to stimulate creativity.

- Case study:

- Toyota Corporation in Japan: As a mature automobile manufacturer, Toyota adopts the professional manager model in management to ensure efficient production process and cost control. At the same time, it maintains technological and

market agility by setting up an innovation department to promote emerging businesses such as new energy vehicles.

- Alibaba of China: After entering the mature stage, it adopted the professional manager mode to manage the huge business system and ensured the growth of core business through stable management process. At the same time, the entrepreneurial model are kept in the department of innovation, promoting new business, cloud computing, artificial intelligence development.

4.4. Recession Period: Return to Entrepreneurial Mode and Promote Business Transformation

- Coping strategies: In the face of market recession, enterprises can re-activate innovation through the entrepreneur model to promote business transformation or develop new markets. Management should encourage exploration of emerging markets and businesses to cope with changes in the external environment.

- Case studies:

- IBM in the United States: When its core business faced a recession, IBM returned to the entrepreneurial mode by restructuring its business and laying off employees, and concentrated resources on developing cloud computing and artificial intelligence to meet new market demands.

- China's Lenovo: When competition in the PC market intensified, Lenovo expanded mobile devices, smart home and other emerging business areas through the entrepreneurial model to maintain the sustainable development of the enterprise.

5. Case Study and Summary

Under the condition of uncertainty, the mode transformation strategy of enterprises needs to be flexibly adjusted with the life cycle stage. From the initial stage to the growth stage, enterprises need to maintain the entrepreneur mode to cope with the uncertainty and develop the market quickly. In the mature period, enterprises should operate steadily in the professional manager mode, and combine with the entrepreneur mode to stimulate innovation and respond to changes; In the decline period, it should return to the entrepreneurial spirit to promote the transformation.

- Balance between innovation flexibility and risk control: Toyota and Alibaba, for example, control daily business risks through the professional manager model, while retaining the entrepreneur model to stimulate innovation in specific areas. This balance can achieve robust and flexible dynamic adaptation under uncertain conditions.

-Compatibility of cultural management: In the case of Uber and Xiaomi, the companies adopted a hybrid model during the growth phase to build an entrepreneurial oriented culture, while ensuring efficient operation through professional managers. The integration of cultures can maintain the adaptability of enterprises in the face of uncertainty.

Future research directions may be in the following aspects:

- Quantitative analysis of life cycle and external environment uncertainty: establish a quantitative model to more accurately analyze how enterprises should deal with uncertainty in different life cycle stages and choose the corresponding management mode.

- Management mechanism of mixed mode: explore how to establish a stable and innovative mixed mode management mechanism in an uncertain environment, especially the

coordination mechanism between professional managers and entrepreneurs.

- Research on the influence of corporate culture on model transformation: analyze the role of corporate culture in model transformation, especially how to balance the differences between professional managers and entrepreneurs through cultural management, so as to achieve more efficient organizational adaptability.

The model transition strategies in different life cycle stages and under uncertain environment have a direct impact on the innovation, stability and growth of enterprises. Domestic and foreign cases show that when successful enterprises adapt to external environment changes, they usually introduce professional managers or maintain the entrepreneur mode at the appropriate stage. Future research can further explore this topic from the perspectives of quantitative analysis, mixed mode management mechanism and cultural management, so as to provide more guiding strategies for enterprises.

6. Evaluation of the Implementation Effect of Mode Transformation Strategy

Enterprises carry out mode transformation according to environmental changes in the life cycle, and the implementation effect is remarkable. The following are evaluated from the aspects of innovation and competitiveness, efficiency and stability, flexibility and adaptability, and employee motivation.

6.1. Innovation and Competitiveness

By adopting the entrepreneur model during the start-up and transition periods, enterprises can quickly respond to market demand, promote the launch of innovative products and services, and significantly enhance market competitiveness. This strategy is particularly evident in high-tech industries, enabling enterprises to gain an edge in the rapidly changing market.

6.2. Efficiency and Stability

After adopting the professional manager model in the mature period, the operating efficiency of the enterprise is significantly improved, the management process is more systematic, and the operational risk is reduced. Through systematic management, enterprises can achieve significant optimization results in cost control and resource utilization.

6.3. Flexibility and Adaptability

The mode transformation strategy enhances the adaptability of enterprises in uncertain environment, enables enterprises to flexibly adjust their operation mode according to market changes, and avoids the rigid problem caused by a single management mode. This strategy has been widely used in dynamic industries such as the Internet industry to help enterprises transform quickly.

6.4. Employee Motivation and Cultural Influence

Through mode transformation, enterprises can create a cultural atmosphere that ADAPTS to the environment in different life cycles and stimulate employees' enthusiasm for innovation. However, in the process of transformation, it is also necessary to balance the cultural differences between professional managers and entrepreneurs to prevent cultural

conflicts from affecting corporate cohesion.

7. Multi-dimensional Impact Analysis of Model Transformation Strategy

7.1. Economic Impact

- Innovation-driven economic growth: The model shift strategy brings innovation to enterprises in the start-up and growth stages, promotes the emergence of new technologies and products, and contributes to the optimization of economic structure and industrial upgrading.

- Promoting the survival of the fittest in the industry: This strategy enables competitive enterprises to survive and grow, eliminates enterprises with rigid models, and improves the overall competitiveness of the industry.

- Positive and negative impact of the job market: The entrepreneur model brings job growth, but layoffs during the model transition may have a short-term impact on the job market.

7.2. Social Impact

- Improving social resilience: This strategy helps businesses remain resilient in a changing environment, enhancing the economic resilience of society as a whole and helping to cope with the impact of globalization and technological change.

- Optimization of talent structure: the demand for versatile talents has driven the labor market to focus on both innovation and adaptability, and promoted the upgrading of the education system.

- Enhanced corporate social responsibility: The transformation of the model encourages enterprises to balance economic and social benefits, and increases their awareness of social responsibility.

7.3. Environmental Impact

- Promoting green technology and sustainable practices: The entrepreneur model encourages enterprises to focus on new technologies with low pollution and high efficiency, while the professional manager model emphasizes green management and promotes sustainable development.

-Reduce resource waste: The professional manager model reduces resource consumption through systematic management, while the entrepreneur model promotes environment-friendly innovation.

-The risk of over-exploitation of resources: in resource-intensive industries, the lack of environmental supervision in the mode transition may lead to over-exploitation of resources and increased environmental pressure.

8. Policy Recommendations

8.1. Economic Policy Recommendations

- Supporting innovation and transformation: The government should provide preferential taxation, financing channels and business incubation support to encourage enterprises to become innovation-driven at an early stage.

- Promote research on management model innovation: Support universities and research institutions to explore strategies for mode transformation, and provide scientific evaluation and transformation guidance for enterprises.

- Enhancing information sharing on market dynamics: Establishing an information sharing platform to help enterprises obtain market and technology dynamics in a

timely manner to assist in decision-making.

8.2. Suggestions on Social Policies

-Establish a system for training versatile talents: promote cooperation between education and enterprises, cultivate talents with both innovation and management ability, and meet the needs of different management models.

- Improve the labor security system: strengthen support for employees who are laid off and transferred due to the transformation of the model, and mitigate the impact of the job market through re-employment training.

- Encourage enterprises to assume social responsibility: introduce incentives to push enterprises to attach importance to social responsibility in the transformation of the model, especially in sustainable development and public welfare investment.

8.3. Suggestions on Environmental Policies

- Promoting green management models: Supporting enterprises to adopt green production and green supply chain management in mode transformation to achieve sustainable development.

- Set up subsidies for environmental protection innovation: Encourage enterprises to adopt environmental protection technologies when switching management models, and support enterprises through subsidies and green funds to reduce negative environmental impacts.

- Strengthen environmental supervision and standards: especially in industries that consume a lot of resources, formulate environmental standards to ensure that environmental protection is taken into account in the process of mode transformation.

9. Conclusion

Enterprises' mode switching strategies under life cycle and uncertainty play a positive role in improving innovation, competitiveness and social adaptability, and bring multiple impacts on economy, society and environment. However, the short-term employment impact and the risk of over-exploitation of resources in the mode transition need to be paid attention to. Therefore, this paper puts forward some policy suggestions on economic, social and environmental aspects to promote enterprises to achieve balanced development in an uncertain environment. Future research should further quantify and analyze the comprehensive impact of mode switching strategy on economy, society and environment, so as to provide more accurate basis for policy making.

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