

Research on enterprise strategic management mode based on core competence in the era of network economy

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Abstract: The advent of the network age has changed the situation that many enterprises fought independently and operated independently in the past. In the information society, all walks of life need to unite and form a business circle ecosystem. Each enterprise has its own division of labor according to its own differences, plays its own role and forms a survival mode of value sharing. The key to the success of enterprises lies in their competitiveness. It has become a fact that strategic network can provide some enterprises with greater competitive advantage. Strategic theory is a theory about the sources of long-term competitive advantages of enterprises in different environments. On the basis of understanding the idea of strategic network, combining the theory of enterprise capability and the idea of strategic network, this paper establishes a complete enterprise strategic model, and puts forward the research of enterprise strategic management mode based on core competence in the era of network economy, hoping to provide useful guidance for enterprises to implement strategic network.

1. Introduction

Under the premise that the network is or will cover all fields, and under the general trend that users, peer companies, governments, financial systems, logistics systems, etc. have gradually integrated into the network economy, it is impossible for every company to separate itself from the company. Outside of the ecological environment, therefore, no matter whether the company is active or passive, unless it wants to wait and die, it is the only and imminent choice to connect with the Internet [1]. In today's society with the continuous in-depth development of economic globalization and increasingly fierce market competition, in order to achieve sustainable development, enterprises need not only scientific and fine daily management, but also forward-looking strategic vision and strategic thought. Cultivating the unique core competence of enterprises has become the key content of enterprise strategic management and the necessary condition for realizing sustainable development. Therefore, it is of great practical significance to integrate the cultivation of core competence into the strategic management of enterprises [2]. Network economy refers to the economic activities based on information network, characterized by the application of information technology and information resources, and in which information and knowledge play an important role. Its scope covers all fields closely linked with the application of network information technology [3]. Only with suitable living environment and development tools worthy of relying on can the emergence and development of strategic network be promoted. Therefore, the network strategy is not the evolution of a single enterprise strategy, but the product of adapting to the changes of the times [4]. The social paradigm of a single enterprise strategy does not have the necessity of a networked strategy, and a single enterprise can meet the requirements of the social paradigm at that time. At the same time, it also uses the shortest time to innovate technology to obtain the latest products [5]. Here, on the basis of understanding the strategic network thinking, this article establishes a complete corporate strategic model based on the corporate capability theory and strategic network thinking, and proposes a corporate strategic management model under the network economy-a strategic network based on core competence , I hope to provide useful guidance for enterprises to implement strategic networks.

2. Enterprise strategic network based on core competence

Management has developed for nearly a hundred years, and strategic management is only one of the branches developed so far. Therefore, before summarizing strategic management and strategic network research, first list the development history of management, as shown in Figure 1.

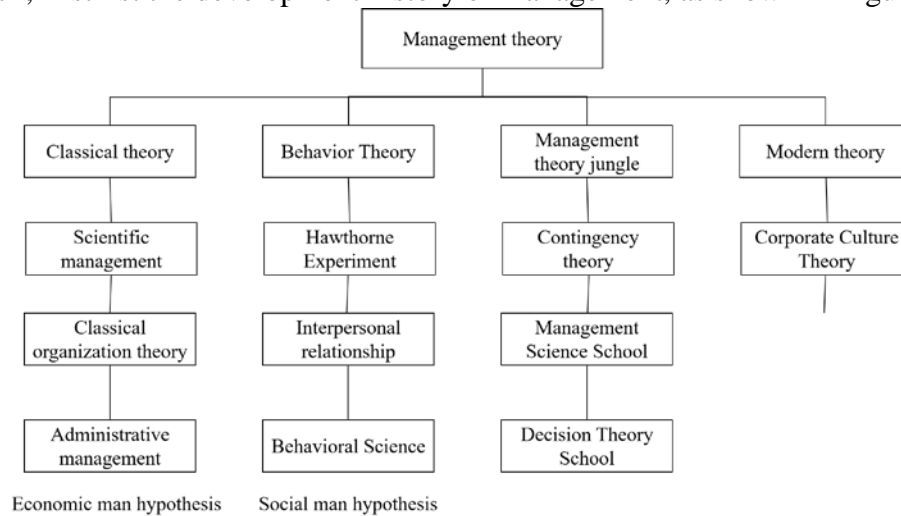


Figure 1 The evolution of management theory

Enterprise's own core competence is the premise of implementing strategic network. If enterprise lacks core competence, it can't build its own network, and it can't enter the network of other enterprises. At the same time, the size of an enterprise's core competence determines its position and benefits in the network [6]. Therefore, in order for each network member to enter or establish a strategic network and survive and develop in the network, it must first cultivate and develop its own core competence, improve and expand the core competence through learning in the network, and in turn help the enterprise to cooperate. Increasing capital in the network improves its position and role in the network and obtains greater benefits [7].

Enterprises are the organic unity of social production relations and productivity. Therefore, the behavior and performance of enterprises are essentially the result of the interaction between social relations and productivity. Among them, Gulati et al. Have used the idea of strategic network to better explain the impact of corporate social nature and social relations on corporate behavior and performance. They believe that enterprises have different strategic networks, different positions and roles in the networks, and different degrees of relationship and trust among enterprises [8]. Therefore, the network resources or relationship resources of each enterprise are different. At the same time, each enterprise has different ability to manage the relationship network, and its utilization efficiency and integration ability of network resources or relationship resources are also different, which leads to the heterogeneity of enterprise behavior and performance.

The enterprise capability theory represented by CKPrahalad and GrayHamel just defines and analyzes the essence of the enterprise from the internal capabilities of the enterprise, and solves the problem of the nature of enterprise productivity and the impact of productivity on the behavior and performance of the enterprise. The theory believes that the essence of the enterprise is a The aggregation of capabilities, due to the differences in the capabilities of the company, has caused the differences in the industry and performance of the company. Those scarce, inimitable, valuable, relatively durable, and irreplaceable core capabilities are the source of a company's long-term competitive advantage. The formation of the core competence of an enterprise depends on the internal contract of the enterprise to motivate the knowledge of individuals and teams to transform into unique and valuable knowledge of the organization [9].

Therefore, the enterprise's strategic network thought or enterprise capability theory explain the enterprise's behavior and performance to a certain extent. However, in today's network economy, the boundary of enterprises is becoming more and more blurred, and the degree of cooperation and dependence between enterprises and various organizations is becoming greater and greater. It

completely separates the enterprise capability theory or strategic network thought to explain that there are defects in the behavior and performance of enterprises. In fact, the behavior and performance of enterprises come from "enterprise integration Shape and restructure internal and external competitiveness to cope with the changing environment. Therefore, we can fully integrate the strategic network idea into the enterprise capability theory and build a complete enterprise strategic management model [10].

This model just fulfilled what Gulati and others said, "The rent of an enterprise comes partly from the contribution of its own core competence, and partly from its own strategic network and its social relations", and the network plays a key role in leveraging the existing core competence and creating new core competence. Therefore, to improve enterprise performance strategically, the key is how to integrate external capabilities with their own core capabilities by effectively strengthening and managing the strategic network of enterprises.

3. Enterprise strategic management mode based on core competence in the era of network economy

The strategic network is not an optimized version of a single enterprise, but an organizational form that is more adapted to the current social paradigm or more adapted to the current environment. According to Chandler's strategic thinking of "business strategy adapts to the environment, organizational structure adapts to strategy", the organizational form of an enterprise is determined by the environment and changes with changes in the environment. Environmental factors also affect the manufacturing mode of a company, which in turn affects the organizational form of the company. The above relationship can be shown in Figure 2.

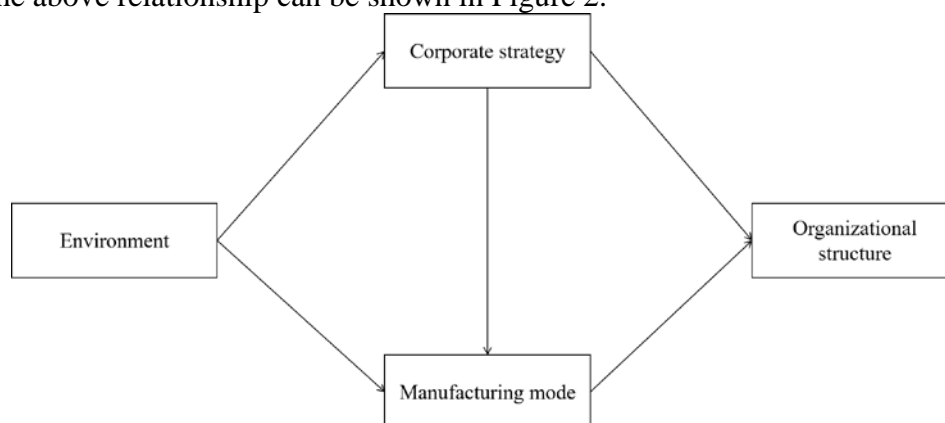


Figure 2 The relationship between environment, strategy, and organizational structure

Since the 1950s, after three stages of development: foundation laying, prosperity and reflection, enterprise strategic management theory has basically formed three distinct strategic management modes with competition, resources and customers as the logical starting point, as shown in Table 1.

Table 1 Comparison of characteristics of traditional strategic management models

| Highlights Content Mode type | To competition-based strategic management model | Resource heterogeneity or ability | Customer-oriented strategic management model |
|---------------------------------|---|--------------------------------------|---|
| Thinking direction | Competition within the industry | Resource heterogeneity or ability | From outside to inside |
| Thinking basis points | Competition / competitors | Resource heterogeneity or ability | Customer/customer value |
| Thinking goal | Over or beat competitors | Resource heterogeneity or ability | Maintain and create customers or customer needs |
| Thinking emphasis | Industry attractiveness | Resource heterogeneity or ability | Customer value |

The three modes complement each other and constitute the core content of modern enterprise strategic management theory. Obviously, the three strategic management modes are all produced and developed in different internal and external environments, and play an active role in strategic management. But. These three strategic management modes also have their own defects. Enterprise strategic network management mode based on core competence is a kind of enterprise strategic management mode based on social relationship network and information network. It takes itself as a node in the network, carries out enterprise strategic management from the perspective of the whole enterprise relationship network, combines its own core competence, and focuses on the established, maintained, expanded and evolved enterprise relationship network, thus realizing the innovation of enterprise strategic management mode. Therefore, this model is a brand-new corporate strategic management paradigm, and its main process includes: starting from the analysis of the internal capabilities of the company, identifying and evaluating its own core capabilities, and clarifying where its current advantages are and where future advantages are possible. Development direction. This is a prerequisite for selecting suitable network nodes and successfully building a strategic network. It also helps to recognize the company's position, contribution and benefits in the network, and enhance the company's attractiveness as a network node. One of the main characteristics of this strategic management model is to analyze the enterprise relationship network and clarify which relationships are of strategic significance to the enterprise and which relationships may be of strategic significance to the future. Formulate enterprise strategic network objectives, including enterprise core competence strategic objectives and strategic network development objectives. The node selection of enterprise strategic network establishes the strategic relationship between enterprise and other nodes of the network. This is the basis for the successful implementation of this strategic management model. Strategic network management process. Network evaluation and evolution is another important feature of this strategic management model. The quality of enterprise strategic management is not only related to enterprise performance, but in this process, the key is to establish evaluation indicators and evaluation methods for overall network performance, node performance and relationship management effectiveness to comprehensively evaluate strategic networks.

4. Conclusions

The globalization of economy, the networking of information, and the economicization of knowledge have made the traditional model of a single enterprise no longer able to meet the requirements of the environment for enterprises. Through channels such as contract and trust, a network relationship is established between enterprises and enterprises. Strategic management and strategic network corporate organization models are management and management models that conform to the current social paradigm. Strategic network and its management will inevitably become a new management paradigm and new rules of competition. Strategic network management is the key to today's corporate success. Have a full understanding of its importance. In modern society, there are still some problems in the process of strategy formulation: the structural form of enterprises does not conform to the strategic conception; The management culture of the enterprise is contrary to the strategic conception. The personnel management of enterprises can not meet the needs of strategic conception. These problems have exposed the hidden dangers within the enterprise and seriously restricted the progress and development of the enterprise. In this regard, enterprises should actively improve and make a comprehensive plan when formulating and constructing the mode of strategic management, so as to make the enterprise's organizational structure, management culture and personnel allocation meet the requirements of strategy and adapt to the development background of the network era. In a word, the enterprise strategic management mode has dynamic and diversified strategic objectives. Strategic thinking is divergent and multi-dimensional, the formation of strategy is dynamic, repeated and trial-and-error, the implementation of strategy and the formation of strategy are equally important and equal, and strategic evaluation runs through the whole process of strategic management of high-tech enterprises. Strategic management mode has the characteristics of adjustability. It is a strategic management mode that

can obtain sustainable core competitiveness.

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