

Management Practices of Platform Organizations in the Digital Intelligence Era

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Abstract: *With the development of digital technologies such as artificial intelligence, cloud computing, big data, and the Internet of Things, the era of digital intelligence has arrived. The advancement of information technology and the complex and dynamic changes in the external environment have led to the continuous evolution of organizational forms. Traditional hierarchical organizations find it difficult to cope with the dynamic market environment, and many enterprises are gradually transforming into platform-based organizations. This paper analyzes the management practices of platform-based organizations in the context of the digital intelligence era and their practices in innovation management, explores the advantages and challenges of platform-based organization management practices in the digital intelligence era, and looks forward to future research on platform-based organization management practices from aspects such as technological innovation, data-driven, ecosystem governance, talent management and organizational culture, security and privacy protection, and global management.*

Keywords: *Platform-Based Organization; Digital Intelligence Era; Management Practice*

1. Introduction

The advent of the digital intelligence era means that society and the economy are undergoing a fundamental transformation, which is mainly reflected in the accelerated integration of new technologies and business, as well as the comprehensive promotion of business model innovation. Against this backdrop, the combination of digitalization and intelligence has formed digital intelligence, representing a new paradigm of the interconnection of all things^[1]. It not only changes our work and lifestyle but also brings about comprehensive innovation and reconstruction in aspects such as industrial organization models, modern infrastructure systems, talent cultivation systems, and social development governance models for enterprises. With the advancement of information technology and the complex and dynamic changes in the external environment, organizational forms are also constantly evolving.

Before the digital intelligence era, the main organizational form was the traditional hierarchical organization. With the rapid development of digital technologies such as artificial intelligence, cloud computing, big data, and the Internet of Things, enterprises are facing the issue of digital transformation. Along with the changes in the complex market environment and the superimposition of various short-term and long-term risks, the disadvantages and drawbacks of traditional hierarchical organizations have become more prominent. In response to new challenges, more and more enterprises are seeking dynamic, flexible, and borderless organizational forms to meet user needs and gradually transitioning from traditional organizational forms to platform-based organizations. During the process of transforming from traditional organizational forms to platform-based organizations, the changes in organizational structure bring about new challenges and opportunities in work processes, management methods, and relationship models for organizations and their members^[2]. Platform-based organizations break the boundaries of traditional organizations, transforming employees from 'workers' to 'makers'. This shift not only meets user needs through empowerment and activation but also generates new management demands. Traditional hierarchical organizational structures struggle to keep pace with organizational changes, making the existing human resource management models inadequate. The human resource management system needs to change along with the changes in the management demands of platform-based organizations. Therefore, it is necessary to explore a more flexible and dynamic human resource management model.

2. Analysis of Management Practices of Platform-Based Organizations

2.1 Development Trends of Platform-Based Organizations in the Context of the Digital Intelligence Era

The arrival of the digital intelligence era provides a broad space and opportunities for the development of platform-based organizations. Platform-based organizations continuously adapt to market changes and development trends through characteristics such as openness and sharing, user-centeredness, high flexibility, and co-creation of value, achieving continuous innovation and development. In the digital intelligence era, platform organizations' development trends prominently feature openness and sharing, a user-centric approach, high adaptability, and collaborative value creation^[3]. First, platform-based organizations leverage advanced technologies such as the Internet, big data, and artificial intelligence to achieve openness and sharing of resources. This organizational form not only integrates internal resources of the enterprise but also attracts external partners, suppliers, etc. to join the platform and participate in the creation and sharing of value. This openness and sharing characteristic enables platform-based organizations to gather resources from multiple parties, achieving optimal allocation and efficient utilization of resources. Secondly, platform organizations always take user needs as the orientation. By understanding user demands, they provide personalized and differentiated products and services, constantly improving user experience. This user-centered business philosophy enables platform organizations to better meet market demands and enhance market competitiveness. Thirdly, platform organizations have high flexibility and can quickly respond to changes in the market and user demands. This flexibility allows platform organizations to promptly adjust their strategies and business models to adapt to market changes and development trends. Finally, platform organizations achieve win-win development by creating value together with partners, suppliers, etc. This way of co-creating value helps enhance the overall competitiveness and sustainable development capabilities of the platform.

In the context of the digital intelligence era, the development of platform organizations also shows accelerated digital transformation, cross-border integration becoming the norm, and continuous improvement in intelligence levels. First, with the continuous development of digital technology, more and more enterprises are accelerating digital transformation, combining traditional businesses with digital technology to build digital platforms to achieve more efficient and intelligent operation and management. Second, in the digital intelligence era, the boundaries between different industries are becoming increasingly blurred, and cross-border integration has become the norm. Platform organizations achieve cross-border integration and innovative development by integrating resources from different industries. Third, with the continuous development of artificial intelligence technology, the intelligence level of platform organizations is also constantly improving. By applying artificial intelligence technology, platform organizations can achieve more accurate user profiling, more intelligent recommendation algorithms, etc., enhancing user experience and platform value.

2.2 Practices of platform organizations in innovation management

The practices of platform organizations in innovation management are mainly reflected in their open and shared organizational model, efficient resource allocation mechanism, open and inclusive cultural construction, emphasis on talent cultivation and introduction, and clear strategic core and value concepts^[4]. In terms of organizational model, platform organizations build an open and shared resource platform to effectively integrate internal and external resources. This organizational model breaks the traditional hierarchical structure, allowing employees to have more direct access to resources and information, thereby improving the speed and efficiency of innovation. Under this model, employees are given more personnel rights, decision-making rights, and distribution rights. They can organize various resources through flexible project forms to create products, services, or solutions to meet users' personalized needs. In terms of resource allocation mechanism, platform organizations establish a "resource depression" to make the unit price of resources obtained on the platform lower than that outside, thereby attracting more resources to flow in and forming a virtuous cycle. This mechanism is conducive to the optimal allocation and efficient utilization of resources, providing strong support for innovation. At the same time, platform organizations also establish a "sharing mechanism" to ensure that employees' contributions on the platform can receive reasonable returns. These returns are not only economic benefits but also include support for career development and personal growth, thereby stimulating employees' enthusiasm and initiative for innovation.

In terms of cultural construction, platform organizations focus on establishing an open and inclusive

internal innovation culture, encouraging employees to propose innovative ideas and actions, and enhancing the innovation capabilities of the team. This cultural atmosphere helps break through thinking patterns and stimulate employees' creativity and imagination. At the same time, platform organizations also strengthen the management and research and development of knowledge innovation, adopting advanced technical means and management models to provide strong technical and innovative support for innovation. In terms of talent cultivation and introduction, platform organizations focus on the skills and quality cultivation of employees, providing high-quality training and learning opportunities to continuously improve employees' innovation awareness and innovation capabilities. This cultivation method helps employees better adapt to the working mode of platform organizations and fully exert their creative potential. At the same time, platform organizations actively introduce outstanding and professional talents. Through the fresh thinking and professional skills they bring, they promote the innovation and development of the organization. In terms of strategic core and value concepts, platform organizations clearly define the core customer groups and core capabilities of the enterprise, and invest resources in the establishment and maintenance of the strategic core to ensure the continuous development of the organization.^[5] The clarity of this strategic core helps the organization maintain directionality and focus during the innovation process. At the same time, platform organizations also emphasize a common mission, vision, and values. This value concept is a kind of underlying logic of the organization, which helps to form a stable organizational culture and cohesion.

3. Advantages and Challenges of Platform Organization Management Practices in the Digital Age

3.1 Advantages of Platform Organization Management Practices

First, platform organizations have the advantages of openness and sharing. With their open and shared characteristics, platform organizations effectively integrate internal and external resources, forming a huge resource pool. This model not only improves the utilization efficiency of resources but also reduces costs, bringing greater competitive advantages to the organization. Second, platform organizations have the advantages of flexibility and adaptability. Facing the rapid technological updates and market changes in the digital age, platform organizations demonstrate extremely high flexibility and adaptability. They can quickly adjust business directions and organizational structures to meet the changing market demands. Third, platform organizations have the advantage of innovation capabilities. By gathering the wisdom and resources of all parties, platform organizations form strong innovation capabilities. This ability enables platform organizations to continuously launch new products and services to meet the personalized needs of users.

3.2 Challenges of Platform Organization Management Practices

Platform organizations have shown strong advantages and potential in the digital age, but they also face many challenges. First, platform organizations face the challenge of rapid technological updates. With the development of digitalization, the scale of data is growing rapidly, and the amount of data that enterprises need to process and analyze is increasing exponentially. Platform organizations need to constantly adapt and adopt new technologies, such as big data, cloud computing, and artificial intelligence, to maintain their competitiveness. The rapid technological updates require organizations to have the ability to learn and adapt quickly; otherwise, they may face the risk of technological backwardness and a decline in competitiveness. Second, platform organizations face the challenge of intense market competition. With the intensification of market competition, platform organizations are facing challenges from numerous domestic and foreign competitors. To maintain their leading position, they need to continuously innovate and optimize products and services, and improve user experience and satisfaction. Third, platform organizations face the challenge of talent. The demand for talent in platform organizations has changed, requiring more talents with digital skills and innovation capabilities. However, the risk of talent loss also increases. To attract and retain talents, platform organizations need to provide good career development opportunities and incentive mechanisms. Fourth, platform organizations face the challenge of security and privacy protection. In the digital age, data security and privacy protection have become important issues that platform organizations must face. They need to take effective measures to protect the security and privacy of user data and avoid the risks of data leakage and abuse.

To address these challenges and seize development opportunities, platform organizations need to continuously innovate and transform, strengthen technological research and application, optimize organizational structure and management models, strengthen talent cultivation and introduction, and

enhance data security and privacy protection.

4. Future Research Prospects

With the in-depth development of the digital age, the challenges and opportunities faced by platform organizations in management will continue to evolve. Therefore, future research needs to more deeply and extensively explore the management practices of platform organizations in the digital age to address these new challenges and seize new opportunities. First, regarding technological innovation and integration. With the continuous innovation of technology, new technologies such as artificial intelligence, blockchain, and quantum computing will gradually be integrated into the daily management of platform organizations. Future research can focus on how these new technologies can be combined with the management practices of platform organizations to enhance operational efficiency, optimize user experience, and promote innovation. Second, regarding data-driven management decisions. In the era of digital intelligence, data has become an important basis for decision-making. Future research can further explore how to utilize big data, machine learning, and other technologies to deeply mine and analyze the operational data of platform organizations, providing strong support for management decisions. Third, concerning the governance of platform ecosystems. Platform organizations often collaborate with numerous partners to build a complex ecosystem. Future research can focus on how to effectively govern this ecosystem, including how to coordinate the interests of all parties, maintain fair competition, and protect user rights, to ensure the stability and sustainable development of the ecosystem. Fourth, regarding talent management and organizational culture. Talent management and organizational culture are crucial for the success of platform organizations. Future research can further explore how to build a talent management and organizational culture system that conforms to the characteristics of the digital intelligence era, to attract and retain outstanding talents and stimulate the creativity and enthusiasm of employees. Fifth, concerning strategies for security and privacy protection. With the frequent occurrence of data breaches and privacy violations, security and privacy protection have become important issues that platform organizations must address. Future research can focus on how to formulate effective security and privacy protection strategies, including technical protection, policy formulation, and legal supervision, to ensure the security and privacy of user data. Sixth, regarding the global management of multinational platform organizations. With the deepening of globalization, multinational platform organizations face more challenges and opportunities in management. Future research can focus on the practices and experiences of multinational platform organizations in global management, including how to adapt to legal, cultural, and market differences in different countries and regions, as well as how to achieve the optimal allocation and collaborative management of global resources.

In summary, future research directions should closely revolve around the management practices of platform organizations in the digital intelligence era, focusing on issues and challenges such as technological innovation, data-driven management, ecosystem governance, talent management and organizational culture, security and privacy protection, and global management, to promote the continuous development and innovation of platform organizations in the digital intelligence era.

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