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Reconstruction of Enterprise Organization and Management under the Background of Digital Intelligence——Case Study Based on Tencent

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Abstract: *Currently, the wave of digital intelligence is sweeping across the globe, and the profound application of digital technology is reshaping society. Traditional organizational management in enterprises faces a critical opportunity for transformation and restructuring. Under the backdrop of digital intelligence, Tencent has proactively sought change and actively broken through challenges, charting a path that leads the industry forward, providing valuable experience for the reorganization and management of enterprises under the influence of digital intelligence. Based on this, this paper employs grounded theory to systematically explore the three dimensions of organizational design, operation, and adjustment in the reorganization and management of Tencent's organization, examining the stages of germination, incubation, implementation, and leadership. It constructs a "Design-Operation-Adjustment" model. The study further proposes strategies for the reorganization and management of companies at different stages under the influence of digital intelligence: companies in the germination stage should "focus on talent development and strengthen organizational construction"; companies in the incubation stage should "pay attention to current conditions and improve management efficiency"; companies in the implementation stage should "keep up with international trends and stimulate innovative vitality"; and companies in the leadership stage should "focus on national strategies and enhance industry leadership capabilities."*

Keywords: *Digital Intelligence; Organizational Management; Grounded Theory; Case Study; Tencent*

1. Introduction

Currently, digital elements are thriving at an unprecedented level, and the digital transformation is introducing intelligent technologies into corporate management with disruptive impacts. Re-adapting to the requirements of digitalization has become a core strategy and inevitable choice for enterprises[1]. The government requires companies to use digital technologies to boost industrial development and promote the growth of the digital economy. The rise of digitalization is revolutionizing and empowering organizational design, operations, and adjustments, driving the emergence of new organizational management phenomena[2], which pose new demands on the reshaping of corporate management. In this context, Tencent has proactively faced these changes, actively engaging in the process of organizational management reshaping, injecting vitality into leading corporate development, and becoming a significant case of interest and study in academia, fostering deeper discussions in related research.

This paper focuses on the theme of corporate organizational management reshaping, selecting Tencent as a typical case to analyze the core issue of "corporate organizational management reshaping under the background of digital intelligence." The specific research questions include: First, what is the intrinsic logic between digital intelligence and corporate organizational management? Second, how to define corporate organizational management under the background of digital intelligence? Finally, does corporate organizational management reshaping under the background of digital intelligence exhibit heterogeneity at different stages? Through the analysis of the Tencent case, this paper not only reveals the organizational management reshaping of Chinese enterprises in the process of digital intelligence transformation but also summarizes practical management insights.

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2. Literature review

2.1 Research on the reshaping of enterprise organization and management under the background of digital intelligence

With the new round of scientific and technological revolution and industrial transformation, digital technology, mobile communication technology and Internet of Things technology are advancing rapidly, and the global digital and intelligent development is becoming more and more mature[3]. Under the background of digital and intelligent, it is urgent to reshape the organization and management of enterprises.

From the perspective of organizational design, scholars have primarily focused on the interaction between digital intelligence and corporate organizational design, as well as the evolution of organizational design. With the use of intelligent technologies in the context of digital intelligence, companies must become more interconnected and flexible in their organizational design when facing dynamic challenges from technological innovation[4]. The processing of large amounts of information has led to a shift in organizational design from vertical centralization to decentralization, and from compartmentalization to cross-boundary integration[5]. Organizational design is moving towards platform-based[6] and grid-based models[7], overcoming the drawbacks of traditional hierarchical systems such as information lag and inefficient decision-making, breaking down barriers between levels and departments, improving decision-making efficiency, and further promoting the digital intelligence development of enterprises[8].

From the perspective of organizational operations, scholars primarily focus on the impact of intelligent technology applications on enterprises. The application of digital technology and smart software can significantly promote disruptive innovation in business operations and improve work efficiency[9]. Digital platforms can break down existing knowledge dependencies, empowering organizations to acquire complementary knowledge[10]. However, digital literacy significantly influences the extent of intelligent software usage in organizational operations, necessitating increased employee training to reshape organizational operations[11]; the existence of "data silos" hinders platform transformation, making it an urgent challenge to break down these silos[12]. Moreover, the impact of digitalization on organizational operations is dual-faceted: on one hand, the application of intelligent technologies can eliminate human error and enhance operational efficiency; on the other hand, the high implementation costs of intelligent technologies also require training employees in IT skills and more[13].

From the perspective of organizational adjustments, digital intelligence relies on big data to uncover consumer preferences, helping companies understand market demands and industry trends. This enables timely organizational adjustments, shielding businesses from the adverse effects of rapid market changes. Under the backdrop of digital intelligence, intelligent tools optimize the allocation of human, material, and financial resources. In the face of external competitive pressures, they actively promote organizational adjustments[14], thereby enhancing corporate organizational resilience[15] and activating dynamic organizational adjustment capabilities[16].

2.2 Research review

In summary, with the advancement of digital intelligence, corporate organizational management has gradually expanded beyond traditional research fields, forming a more complex and diversified research landscape. Scholars have explored the impact of digital intelligence on corporate organizational management, focusing on three levels: organizational design, organizational operations, and organizational adjustment, to investigate the relationship and influence between digital intelligence and corporate organizational management. However, there are still significant research gaps. First, the research perspective is relatively narrow. Most existing studies focus on the functionality of organizational design, new organizational operation methods, and the impact of artificial intelligence on organizational adjustment, while fewer studies integrate these perspectives from multiple angles. Second, the research subjects tend to be homogeneous. Although some case studies exist, most involve all enterprises in a specific industry engaged in the digital economy, using centrality network methods to explain inter-enterprise relationships, but lack comprehensive discussions on the reshaping of corporate organizational management.

Based on this, this paper conducts an in-depth study on the reshaping of enterprise organization and management under the background of digital intelligence through a case study of grounded theory, attempts to reveal the symbiotic mechanism between structural technology embedding and organizational

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dynamic capability, and reveals its transformation path, so as to help enterprises reshape their organization and management to adapt to new challenges.

3. Research design and methodology

3.1 Case selection

This paper mainly focuses on the enterprises that are constantly reshaping their organizational management to cope with the impact of digital intelligence. After literature review based on the theme, the selected primary case enterprises are shown in Table 1.

Table 1: Summary of preliminary cases

order number	the name of firm	industry involved	Parent industry	Case usage
1	Tencent httpwww.tencent.com	media	Digital technology application industry	modeling
2	Alibaba	Trade and retail	Digital elements drive industries	checkout
3	China Mobile Communication Corp	communication	Digital product and service industry	contrast
4	Jingdong Group	Trade and retail	Digital elements drive industries	contrast
5	Midea Group	domestic appliance	Digital elements drive industries	contrast
6	Industrial wealth	electron	Digital technology application industry	contrast
7	China Unicom	communication	Digital product and service industry	contrast
8	Legend Group	computer	Digital product manufacturing industry	contrast

Among the above eight typical cases, Tencent has been ranked first in China's Forbes Digital Economy 100 since 2021. Therefore, Tencent is selected as a case to construct the theoretical model.

3.2 Data acquisition and collation

This paper obtains economic data related to the digital economy industry from the National Bureau of Statistics; it also collects enterprise information from Tencent's official website. In conjunction with books and other public materials on "digital intelligence" and "Tencent Company," a total of 30,000 words were gathered. After importing the data into the NVivo database, open coding was conducted, followed by axial coding, selective coding, and theoretical saturation testing for data organization.

3.3 Research methods

Grounded Theory Research Method:Grounded theory was introduced by sociologists Barney Glaser and Anselm Strauss in 1967 as a qualitative research approach[17]. Its core concept involves encoding, categorizing, and conceptualizing collected raw data to ultimately form an explanatory theoretical framework. Grounded theory is used to analyze the restructuring of organizational management at Tencent, thereby revealing more universally applicable management insights.

Single Case Study Method: The single case study focuses on a specific case through comprehensive analysis to understand its particular context, key events and processes, as well as how these factors interweave and interact in practice to achieve a profound understanding. Choose the single case study method to analyze Tencent's management insights that can be applied to other companies.

3.4 Study reliability and validity

This paper employs grounded theory for repeated coding and data induction, reducing the researcher's subjective bias, enhancing the stability and consistency of the results, and ensuring the practical application value of the research conclusions; the single-case study method uses Tencent Company as

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the research subject, whose organizational management restructuring process is relatively mature, which enhances the credibility of the conclusions and ensures the practical applicability of the research results.

4. Case analysis

From the perspective of digital intelligence, the scenarios and tasks faced by enterprises at different stages vary. The impact and factors influencing corporate response behaviors also differ. Therefore, this paper, in conjunction with the development stages of digital transformation outlined in the "Digital Transformation Reference Architecture," categorizes Tencent's organizational management reshaping under the background of digital intelligence into four phases: the budding stage, the gestation stage, the implementation stage, and the leading stage.

4.1 Germination stage (1998-2004)

(1) Open coding.In the primary coding of data, the original data obtained from the data was used as the initial concept. Through open coding, a total of 34 original concepts were obtained. After classification processing and description unification, 14 subcategories were extracted, as shown in Table 2.

Table 2: Open coding in the budding stage of enterprise organization management reshaping

order number	scope	fraction of coverage (%)
1	Enterprise development	4.17
2	teamwork	3.04
3	Organizational structure adaptability	1.76
4	Organizational change agility	1.42
5	Department setup	1.37
6	Human resource characteristics	1.37
7	business wealth	1.27
8	Team relationships	1.18
9	Stability of top policy makers	1.13
10	leadership	0.88
11	market analysis	0.59
12	development strategy	0.49
13	The importance of human resource management	0.39
14	enterprising spirit	0.20

Table 3: Main axis codes of the budding stage of enterprise organization and management reshaping

order number	fundamental category	Subcategory	fraction of coverage (%)
1	organization design	Department setup Stability of top policy makers leadership Organizational structure adaptation	5.15
2	organization operate	enterprising spirit Human resource management emphasis Human resource characteristics Team relationships teamwork	5.88
3	organization adjust	development strategy business wealth Enterprise development market analysis Organizational change agility	7.94

(2) Main Axis Coding.Main axis coding refers to the method of recombining individual categories based on their hierarchical relationships and proposing primary and secondary categories. This paper analyzes the subordinate relationships among 14 secondary categories in open coding, refining them into three primary categories: organizational design, organizational operations, and organizational adjustment, as shown in Table 3, further clarifying the relational connotations between the data.

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(3) Selective Coding.Selective coding involves extracting core categories from the main domain and analyzing their relationships with other categories to lay the foundation for building theoretical models. After a thorough analysis of the relationship between primary and secondary domains, this paper identifies "the reshaping of corporate organizational management under the digital intelligence context" as the core category, constructing a process diagram of the initial stage of corporate organizational management reshaping under the new digital intelligence context, as shown in Figure 1.

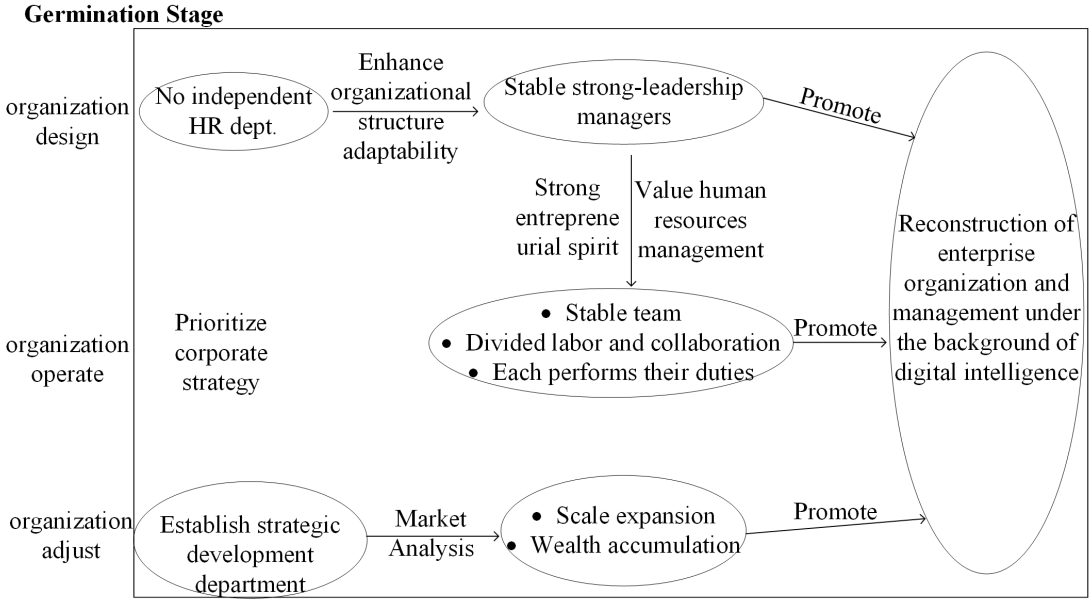

Figure 1: Process diagram of the budding stage of enterprise organization management reshaping under the background of digital intelligence

(4) Theoretical Saturation Test. The theoretical saturation test refers to the point where new data collection is no longer feasible, indicating that the theory has reached its saturation point. Based on the three previous coding stages, this paper conducted a sampling extraction of the collected relevant materials to verify its saturation. Therefore, the "Model for the Incipient Stage of Organizational Management Restructuring in the Context of Digital Intelligence" has reached saturation.

4.2 Fertile stage (2004-2009)

(1) Open coding. Through open coding, a total of 30 concepts were obtained in this paper. The initial number of concepts was large and repeated. Therefore, the initial concepts were classified and refined into 9 subcategories, as shown in Table 4.

Table 4: Open coding of the gestation stage of enterprise organization management reshaping

order number	scope	fraction of coverage (%)
1	organizational structure	9.36
2	Enterprise development	5.68
3	Department collaboration	5.34
4	Operating system	4.40
5	Introduce professional managers	2.63
6	The dividend of the era	1.78
7	enterpreneurial spirit	1.65
8	User value	1.52
9	The share price fell	1.52

(2) Main axis coding. Using the main axis coding, this paper analyzes the subordinate relationship of 9 sub-categories in the open coding according to the logical relationship between categories, and extracts 3 main categories, namely organizational design, organizational operation and organizational adjustment, as shown in Table 5, so as to further clarify the relationship connotation among the data.

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Table 5: Main axis codes of the gestation stage of enterprise organization and management reshaping

order number	fundamental category	Subcategory	fraction of coverage (%)
1	organization design	organizational structure Introduce professional managers enterpreneurial spirit	13.64
2	organization operate	Department collaboration Operating system	9.74
3	organization adjust	Enterprise development The dividend of the era User value The share price fell	10.50

(3) Selective coding. Through in-depth analysis of sub-categories and main categories, this paper takes "reshaping enterprise organization management under the background of digital intelligence" as the core category; a new process diagram of the gestation stage of reshaping enterprise organization management under the background of digital intelligence is constructed, as shown in Figure 2.

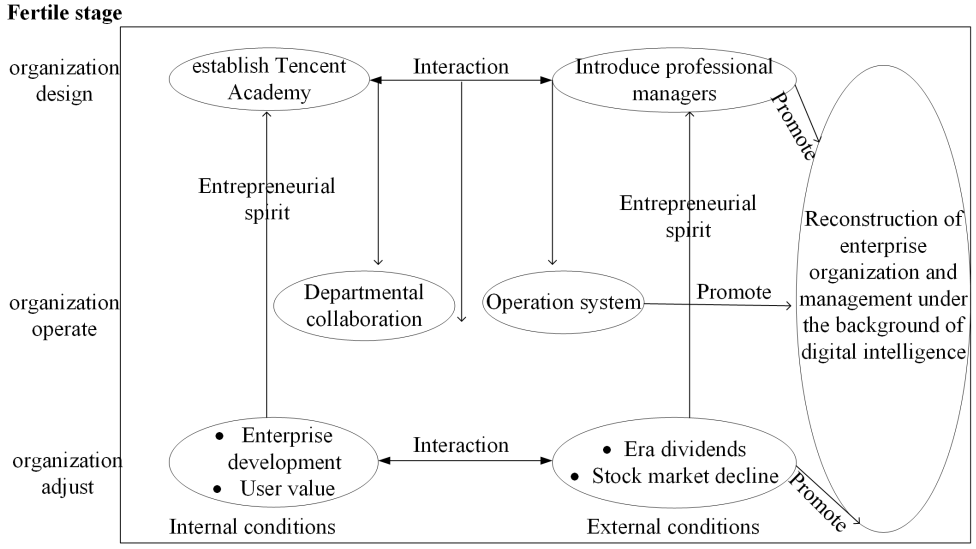

Figure 2: Process diagram of the gestation stage of enterprise organization management reshaping under the background of digital intelligence

(4) Theoretical Saturation Test. Based on the three previous coding stages, this paper sampled and extracted relevant materials from Tencent during its organizational governance reshaping in the incubation phase to verify its saturation. Furthermore, combining the main categories formed by the core coding, it was found that no new categories have emerged. Therefore, the "Model of Organizational Management Reshaping Incubation Phase under the Background of Digital Intelligence" has reached saturation.

4.3 Implementation stage (2009-2016)

Table 6: Open coding of the implementation stage of enterprise organization management reshaping

order number	scope	fraction of coverage (%)
1	Operating system	6.38
2	Organizational system	5.57
3	Organizational change	4.17
4	corporate culture	2.98
5	Platform competition	2.48
6	Employee satisfaction	1.45
7	operation philosophy	1.12
8	turn of the market	1.00
9	International trends	0.55

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(1) Open coding. Through open coding, a total of 26 concepts were obtained in this paper. The initial number of concepts was large and repeated. Therefore, the initial concepts were classified and refined into 9 subcategories, as shown in Table 6.

(2) Main axis coding. Using the main axis coding, this paper analyzes the subordinate relationship of 9 sub-categories in the open coding according to the logical relationship between categories, and extracts 3 main categories, namely organizational design, organizational operation and organizational adjustment, as shown in Table 7, so as to further clarify the relationship connotation among the data.

Table 7: Main axis codes of the implementation stage of enterprise organization management reshaping

order number	fundamental category	Subcategory	fraction of coverage (%)
1	organization design	Organizational change Organizational system	9.74
2	organization operate	Platform competition Operating system	8.86
3	organization adjust	International trends operation philosophy corporate culture turn of the market Employee satisfaction	7.09

(3) Selective coding. After in-depth analysis of sub-categories and main categories, this paper takes "reconstruction of enterprise organization management under the background of digital intelligence" as the core category; and constructs a new process diagram of the implementation stage of enterprise organization reconstruction under the background of digital intelligence, as shown in Figure 3.

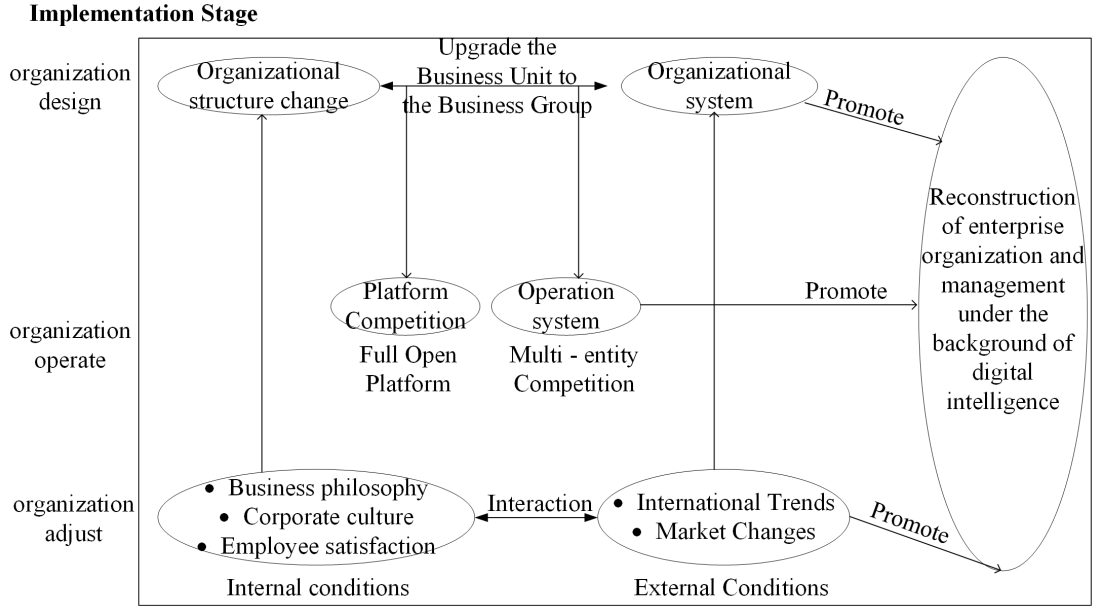

Figure 3: Process diagram of the implementation stage of enterprise organization management reshaping under the background of digital intelligence

(4) Theoretical Saturation Test. Based on the three previous coding stages, this paper sampled and extracted relevant materials from Tencent's organizational governance reshaping during its leading phase to verify its saturation. Furthermore, combining the main categories formed by the core coding, it was found that no new categories had emerged. Therefore, the "Process Diagram of Organizational Management Reshaping Implementation in the Digital Intelligence Context" has reached saturation.

4.4 Leading stage (from 2016 to now)

(1) Open coding. Through open coding, a total of 40 concepts were obtained in this paper, but the number was large and there were repeated conditions. The initial concepts obtained were classified and refined into 10 subcategories, as shown in Table 8.

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Table 8: Open coding of the enterprise organization management reshaping and leading stage

order number	scope	fraction of coverage (%)
1	Construction of large content system	6.92
2	marketing function	6.90
3	Enterprise development	4.21
4	Personnel assessment	3.38
5	operation pattern	3.15
6	historical background	2.96
7	National strategy	2.52
8	organizational structure	2.08
9	Enterprise Strategy	1.95
10	The share price fell	1.09
11	leadership	0.65

(2) Main axis coding. Using the main axis coding, this paper analyzes the subordinate relationship of 11 sub-categories in the open coding according to the logical relationship between categories, and extracts three main categories, namely organizational design, organizational operation and organizational adjustment, as shown in Table 9, so as to further clarify the connotation of the relationship between data.

Table 9: Main axis codes of the enterprise organization management reshaping and leading stage

order number	fundamental category	Subcategory	fraction of coverage (%)
1	organization design	Construction of large content system Enterprise Strategy organizational structure	10.95
2	Organization operations	Personnel assessment marketing function operation pattern	13.42
3	Organizational adjustment	The share price fell National strategy leadership Enterprise development historical background	11.43

(3) Selective coding. After in-depth analysis of the sub-category and the main category, this paper takes "reshaping enterprise organization and management under the background of digital intelligence" as the core category, and constructs a new process diagram of leading stage of reshaping enterprise organization and management under the background of digital intelligence, as shown in Figure 4.

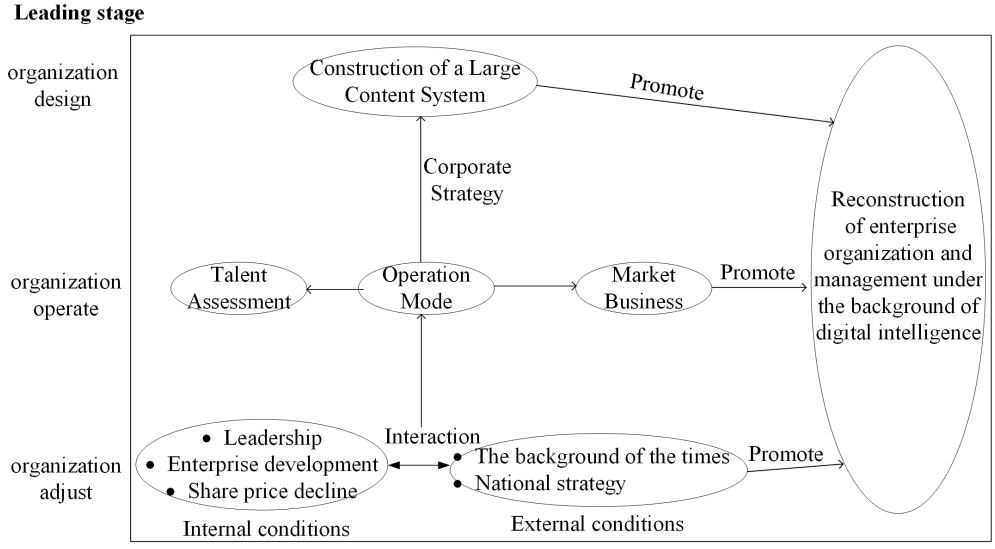

Figure 4: Process diagram of the leading stage of enterprise organization management reshaping under the background of digital intelligence

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(4) Theoretical Saturation Test. Based on the three previous coding stages, this paper sampled and extracted relevant materials from Tencent's organizational governance reshaping during its leading phase to verify its saturation. Furthermore, combining the main categories formed by the core coding, it was found that no new categories have emerged. Therefore, the "Process Diagram of Organizational Management Reshaping Leadership Stage in the Context of Digital Intelligence" has reached saturation.

5. Results and Discussion

5.1 Model construction

In the context of digital intelligence, the reshaping of corporate organizational management focuses on changes in organizational design, operations, and adjustments, aiming to enhance competitiveness through agile architecture, digital collaboration, and dynamic adjustment. Tencent optimizes its organizational design, leveraging digital tools for efficient operations, and completes dynamic adjustments through data-driven approaches. Its experience demonstrates that companies need to grasp the integration of technology and management, building a management system adapted to the digital intelligence era. This model has universal reference value for the transformation of enterprises across various industries. Therefore, this section integrates the above research conclusions to construct a four-stage, three-level model of corporate organizational management reshaping under the background of digital intelligence, namely the "Design-Operation-Adjustment" model, as shown in Figure 5.

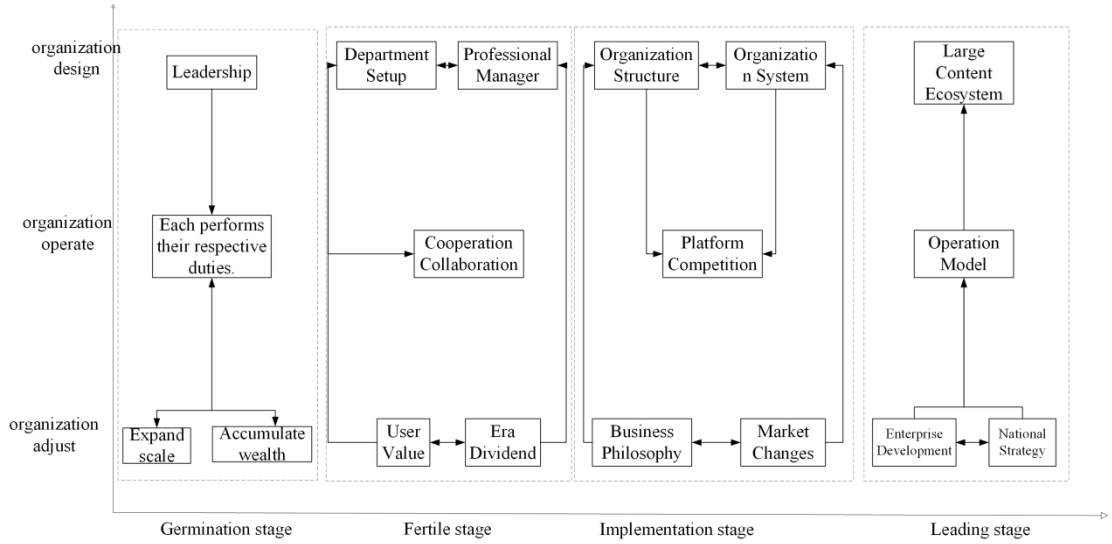

Figure 5: Model of enterprise organization management reshaping under the background of digital intelligence

In the budding stage, organizational design focuses on the cultivation and shaping of leadership to lay the foundation of organizational design. At this time, each organization operates according to its own responsibilities, focusing on expanding scale and accumulating wealth. Although organizational adjustment is not frequent, it also makes fine optimization based on initial feedback to adapt to changes.

Entering the gestation stage, professional managers are introduced into organizational design to inject professional management vitality. At the operational level of the organization, cooperation and collaboration become the main characteristics, breaking through limitations and closely collaborating. Digital intelligence accelerates its penetration at this stage, prompting more frequent and in-depth organizational adjustments to flexibly address the challenges of digital intelligence.

In the implementation stage, digital intelligence requires the organization design to be more flat and flexible. In the operation of the organization, platform competition becomes the core to promote resource sharing and optimal allocation. The organization adjustment continues to ensure that the organization remains competitive and adaptive.

In the leading stage, the organization design focuses on building a large content system. The organization operation is deeply integrated with national strategies. The organization adjustment is more forward-looking and strategic, so that the enterprise can continue to lead in the era of digital intelligence.

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5.2 Research conclusions and management implications

In the budding stage, organizational management innovation in enterprises is an active innovation path led by the founder. In the gestation stage, organizational management innovation is a passive innovation path focused on addressing emerging issues. In the implementation stage, organizational management innovation is a passive innovation path primarily aligned with international trends. In the leadership stage, organizational management innovation is an innovative path centered around advancing national strategies. Based on these conclusions, this paper offers the following suggestions to other enterprises: enterprises in the budding stage should "focus on talent development and strengthen organizational construction," those in the gestation stage should "pay attention to their business conditions and improve management efficiency," those in the implementation stage should "keep an eye on international trends and stimulate innovation momentum," and those in the leadership stage should "focus on national strategies and enhance leadership capabilities."

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