Research on the Ecological Organizational Model of Energy Internet Enterprises

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ABSTRACT
Energy Internet companies need to establish an ecological organizational model How to establish an ecological organizational model is a problem for enterprises. The purpose of this research is to analyze the problems faced by the enterprise organization model, and to propose the organizational structure and management model of the ecological organization model. The results of this study shows that enterprises building energy grid enterprises need to further soften the organizational structure, optimize the allocation of powers, and improve the construction of the board of directors on the basis of the vertical organizational form. Enterprises also need to establish a market-based incentive mechanism, promote internal coordination, improve talent allocation and human resource management mechanisms, and promote the transformation of the company to an ecological organization.

Keywords: *Organizational Model, Ecological Organization, Energy Internet Enterprises, Management Models*

1. INTRODUCTION

Energy Internet companies take investment, construction, and operation of energy Internet as their core businesses, and are oriented to energy security, cleanliness, high efficiency, and intelligent utilization. It integrates advanced energy technology, intelligent control technology and modern information technology to provide energy (electricity), products and services for various energy producers and consumers in the links of energy development, transmission, storage, consumption and management.

In the mature stage of energy Internet construction, the company will achieve comprehensive leadership in energy Internet technology, and its business will exhibit ecological characteristics. Participants in the energy Internet-related industry chain and relevant stakeholders such as society and customers will have diversified value demands. The dual complexity of technology and business determines that the company will promote the construction of energy Internet in the form of ecological organization [1].

2. ORGANIZATIONAL MODEL PROBLEM ANALYSIS

At present, enterprises have adopted a linear functional organizational structure and formed an intensive management model, which has laid a good foundation for the establishment of energy Internet enterprises, but also limited the realization of the goals of energy Internet enterprises [2]. The current organizational model of enterprises mainly has the following problems.

First, the flexibility of the organizational structure is insufficient. Exchangeable Internet companies need to be transformed into platforms and flexibility. The current intensive and vertical organizational structure cannot effectively meet the needs of customers and market competition.

Second, the allocation of powers is unreasonable. Energy Internet companies need to operate across borders and develop cooperative relationships in a networked manner. Problems such as less autonomy of grassroots units and limited ability to respond to problems are not conducive to all kinds of enterprises to truly establish their status as market players.

Third, the powers of the board of directors have not yet been truly implemented. The operation mechanism of the responsibilities and rights of the board of directors has not really been formed. There is still a big gap between corporate governance and the requirements of the authorized operation system that needs to be established

in the construction of energy Internet enterprises and the requirements of the modern enterprise system.

Fourth, a market-oriented assessment and incentive mechanism has not yet been established. At the unit level, there are still unreasonable assessment indicators for the person in charge of the enterprise. At the individual level, performance-based compensation distribution has not really been established. It is not conducive to stimulating the motivation and vitality of various units and employees to build energy Internet enterprises.

Fifth, the horizontal coordination mechanism between different specialties is not perfect. The coordination and cooperation between different departments. The departments that serve customers and the market is insufficient. The departments that serve customers and the market just take care of their own business, and the impact of customer service is slower. As a result, there is a large gap between customer service capabilities and the requirements for building energy Internet companies.

Sixth, the supply of human resources is difficult to meet the needs of energy Internet construction. Human resource management cannot adapt to the development needs of new technologies and rapid iterations of new businesses.

3. ORGANIZATIONAL STRUCTURE DESIGN

3.1. Reform of the Headquarter System

Enterprises need to learn from the successful experience of the reform of headquarters departments of other enterprises, and continue to optimize the functions of headquarters departments. According to the four categories of functions, the headquarters departments are classified into four categories: functional management, business management, party building management, and operation support [3]. The enterprise will gradually realize the intensification of functional management, the integration of business management, the specialization of party building management, and the platformization of operation support.

The intensification of functional management focuses on solving the cross-over problems of some departments in core functions such as human, financial and property, and gradually optimizes the functional management authority interface with the business management department and support department to improve the management efficiency of core functions such as human, financial and property.

The integration of business management focuses on the needs of the entire business process. The enterprise further defines the responsibility interface between the business management department and other departments through the consolidation of responsibilities and the change of management authority. The problem that some grassroots units of the company are managed in parallel by multiple management departments of the headquarters should be gradually reduced. In the end, the integrated supervision and management of power grid enterprises by the headquarters department will be realized, and the business operation efficiency will be improved.

3.2. Establish an Energy Internet Capital Operation Platform

Taking the mixed ownership reform as an opportunity, the company explores the establishment of an "Energy Internet Investment Company" as an important platform for the company to invest in the energy Internet industry and promote the construction of an energy Internet industry ecosystem. Energy Internet investment companies help to play the role of capital in promoting industrial innovation and development, and help to reconstruct the industrial ecology of cross-border integration [4]. The company promotes business model innovation by strengthening capital operations, quickly linking business resources with strong business relevance and great ecological income potential, and expanding the emerging business industry ecosystem.

In terms of investment, on the one hand, it can focus on the main business of the power grid, and cultivate new growth points in the fields of digital infrastructure, intelligent hardware, and the Internet of Things. Enterprises need to accelerate the cultivation of new industries, new formats and new models of the digital economy, and at the same time accelerate the cultivation of innovative leading enterprises and unicorn enterprises, in order to fully transform the advantages of the scene into new kinetic energy for industrial development. On the other hand, the company will explore the acquisition of domestic and foreign high-tech enterprises with high industrial matching, strong complementarity and international leading technology. The acquisition can rapidly improve the high-end technology level and overall solution capability of the power grid business.

3.3. Promoting Equity Diversification of Power Grid Companies

Power grid enterprises should steadily promote the diversification of equity in leading industries, and be guided by highlighting the main business and improving efficiency, and on the premise of solving problems left over from history and accelerating the development of emerging businesses related to power grids. Equity diversification should take provincial power grid companies as the main body, through extensive introduction of social capital, leveraging a larger scale of capital with the limited investment of the company, reasonably increasing the investment capacity of power grids, and fully guaranteeing the scale of effective assets.

In the fields of UHVDC, pumped storage, integrated energy services, electric vehicles, and smart chips, it is necessary to search for and introduce diversified strategic investors at multiple levels. Through the absorption and utilization of external resources, the company's capital and social capital can achieve complementary advantages and innovative development in professional, technology, market, talent, management and other aspects, and give full play to the synergistic effect and amplification effect. We should continue to optimize the power grid business structure, transform the operating mechanism, and fully tap the profit growth point of the power grid business.

3.4. Converging the Boundaries of Energy Internet Ecosystem Enterprises

Focusing on the positioning and development planning of enterprises in the ecosystem, we should optimize the advantageous resources among partners in the organizational ecosystem through the establishment of joint ventures, joint venture projects, and cross-shareholding. In the end, the partners will realize complementary advantages, benefit sharing, and risk sharing, jointly develop the market, and build a cross-industry and cross-regional competition and cooperation ecological network.

For internal units, the scope and direction of specialized reorganization should be clarified based on the business layout and functional positioning of each unit in the ecosystem, internal homogeneous businesses and resources should be gathered, the scale of the enterprise should be enlarged, and business recombination and resource allocation should be realized. Re-optimize.

For external units, we should rely on market-oriented listing platforms to achieve strategic joint ventures and cooperation through external mergers and acquisitions. Synergies should be exerted to achieve complementary advantages and enhance business scale and specialization.

At the level of non-listed companies, mutual shareholding should be achieved in appropriate ecological business areas through mixed ownership reform and financial investment.

4. MANAGEMENT MODELS

4.1. Implement Differentiated Ecological Cooperation Strategies

Energy Internet companies need to enrich their connection with ecological partners, and implement differentiated ecological cooperation strategies based on strategic needs and business resource needs. Enterprises should give play to the leading role of the market in business coordination, and gradually realize the sharing and coordination of resources such as market opportunities, customers, information, channels, and services for various businesses of the company.

First, the collaborative innovation path of power grid business should be actively developed. Facing the energy Internet ecosystem, enterprises should accelerate the deployment of commercial operation of power grid resources, extension of power supply services, and emerging Internet businesses. At the same time, it is necessary to speed up the determination of investment and operation entities in various fields, and establish a revenue sharing mechanism for all participating entities. Enterprises should focus on improving their business integration capabilities while exploring the space for increasing their income.

Second, enterprises should enrich the realization channels of power big data assets. It is necessary to explore business fields such as smart city construction, financial credit investigation, and commercial facility layout relying on power big data to promote the coordinated development of power grid business and emerging business.

Third, enterprises should explore the service support mechanism of financial business for energy Internet business model innovation. It is necessary to increase the innovation of products and services such as Internet finance and industrial chain finance, accelerate the formation of industrial chain empowerment capabilities, and explore the implementation of customized investment and financing services for enterprises in the energy Internet ecosystem.

4.2. Establish an Ecosystem Resource Sharing and Benefit Sharing Mechanism

In terms of resource sharing, the company's business and market resources should be systematically integrated, and products and customer resources should be shared with partners through business cooperation, cross-selling and other means, to jointly sell products and services, and jointly expand market share and business service scope. Enterprises should rely on the company's system's industrial, service, finance, supply chain, big data and other basic resource advantages to accelerate the company's digital construction and enhance the digital connection capability of the company's ecology. It is necessary to break through industry business and technical barriers, provide technical support, marketing support, sales support, business support, etc. for partners, and jointly develop solutions with partners [5].

In terms of benefit sharing, it is necessary to explore and sign revenue pricing, risk sharing and profit sharing agreements with partners, establish distribution standards and procedures, and ensure that the distribution of benefits is open, fair and just. Enterprises should formulate incentive mechanisms such as point upgrades and graded rewards, as well as restraint mechanisms such

as punishment for dishonesty and elimination of the last position. By strengthening the management of ecological order, we will promote the healthy and sustainable development of the company's energy Internet ecosystem. Enterprises should tightly bind the interests of partners and enterprises, and encourage partners to jointly participate in the development and governance of the ecosystem.

4.3. Establish an Enabling Management Style

An enabling management method should be established to stimulate the motivation of all types of entities at all levels to independently create value. Enterprises need to further empower the grassroots, such as matching resources, empowering, enhancing capabilities, and reducing concerns. Empowerment can promote grassroots employees, grassroots units and emerging business units to create value for the company voluntarily.

First, it is necessary to empower grass-roots employees. The self-organization and self-adaptive capabilities of the market front-end should be improved, and grass-roots front-line employees and teams should be given more independent decision-making rights and greater resource allocation rights, so as to form management atmosphere in which market front-end service customer, middle-end service front-end, back-end service middle-end and front-end.

Second, it is necessary to empower grassroots units. The headquarters strengthens the support of resources such as capital, technology, experience, and talents in the business development of grassroots units. The headquarters builds an experience exchange platform to coordinate the integration, sharing and utilization of resources such as people, finance, materials, channels, data, and facilities among various businesses and units, so as to achieve complementary advantages and coordinated development.

Third, it should empower emerging business units. Enterprises should implement corporate property rights and operational autonomy, and give more autonomy to the board of directors of market-oriented units in investment decision-making, business development, technology research and development, selection and employment, etc., and promote the coordinated development of power grid business and emerging businesses.

4.4. Use Talent, not Own Talent

As the organizational form gradually evolves into an ecological environment, the company's business and organizational boundaries will also change from clear to indistinct. It is necessary to establish a more flexible employment method that is compatible with business development needs and organizational models. On the one hand, flexible employment needs to be used as an effective supplement to the employment of internal labor contracts to meet the employment needs of some businesses and positions with high labor costs and large fluctuations in demand. On the other hand, ecological labor needs to be developed into the company's regular labor methods. On the basis of the company's traditional employment methods, the enterprises should further expand external human resource supply methods to meet the employment needs through strategic investment, project cooperation, and joint construction of subsidiaries.

5. CONCLUSION

Energy Internet companies need to establish an ecological organizational model. From the perspective of development direction, enterprises building energy grid enterprises need to further soften the organizational structure, optimize the allocation of powers, and improve the construction of the board of directors on the basis of the vertical organizational form. Enterprises also need to establish a market-based incentive mechanism, promote internal coordination, improve talent allocation and human resource management mechanisms, and promote the transformation of the company to an ecological organization.

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