



# From Digital Maturity to Performance: Mediating Effects of Governance and Resilience in Platform Enterprises

Qinyi Chen

School of Economics and Management, Beijing Jiaotong University, Beijing, 100000, China  
23711042@bjtu.edu.cn

**Abstract.** With the increasing uncertainty of the global business environment, digital transformation has become a key way for enterprises to improve resilience and performance. In platform enterprises, the strategic governance mechanism is the key bridge between digital capabilities and organizational results. Based on the theories of digital governance, dynamic capability and Organizational Resilience, this study constructs a conceptual model, and verifies it through the comparative case analysis of Alibaba, meituan and xiaohongshu. The results show that the digital maturity is reflected in the integration of infrastructure and management, which requires governance mechanisms at the levels of structure, process and culture to improve resilience. There are differences in governance practices at different stages of development, which determines how enterprises respond to shocks and maintain performance. This study proposes a multi-dimensional framework connecting digital transformation and Organizational Resilience, which provides a new perspective for platform enterprises to build adaptability and long-term competitiveness, and clarifies the intermediary role of governance in the digital era, making contributions to strategic management theory.

**Keywords:** Digital Maturity, Strategic Governance, Organizational Resilience, Platform Enterprises, Digital Transformation.

## 1 Introduction

Platform enterprises must transform digital transformation into Organizational Resilience in order to survive and develop in a turbulent environment. This paper constructs a theoretical model, measured by digital infrastructure maturity (DIM) and transformation management intensity (TMI), to test how digital maturity affects organizational performance through strategic governance mechanism and resilience [1,2]. This paper discusses how governance mechanisms in structure, process and culture adjust the relationship between digital capability and dynamic resilience, and examines how different types of governance mechanisms affect the transformation of digital maturity into Organizational Resilience and performance improvement [3]. Although digital transformation, governance and resilience have been independently analyzed, their interactions in the platform ecosystem have not been fully understood [4,5].

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In order to make up for this deficiency, this study uses the qualitative method, combining the conceptual model development with comparative case analysis. Based on the cases of three representative Chinese platform enterprises, this study identifies the differences in the function and effectiveness of governance mechanisms in transforming digital capabilities into resilience and performance. The proposed framework clarifies the intermediary role of governance and provides practical significance for platform enterprises that aim to enhance adaptability and achieve sustainable competitiveness in the continuous digital disruption [6].

## **2 Case Analysis: Linking Digital Maturity, Governance, and Organizational Resilience**

In order to clarify the theoretical framework, this study analyzes three leading Chinese platform enterprises: Alibaba, meituan and xiaohongshu. They each exhibit unique digital maturity, governance mechanism and Organizational Resilience Model.

Alibaba has demonstrated advanced digital infrastructure maturity (DIM) and realized flat organizational structure and data-driven decision-making [7]. This foundation supports the agile response ability, which is particularly obvious through rapid resource reallocation during the COVID-19 pandemic [8].

Meituan's modular digital infrastructure supports decentralized decision-making and operational agility, which is reflected in its rapid shift to non-contact distribution in response to external shocks [9].

Xiaohongshu's digital maturity is still improving, and it emphasizes the experimental organizational culture to enhance flexibility. Although its resilience, especially in terms of coordination efficiency, is still developing, an overview of its early stages helps us gain insight into the governance dynamics in the rapidly growing platform environment [10].

In general, these cases illustrate the multiple ways in which digital maturity and governance design interact to shape Organizational Resilience and performance results, and provide exploratory evidence for the conceptual framework proposed in this study [11].

## **3 Theoretical Framework and Research Propositions**

### **3.1 Conceptual Model and Key Constructs**

This study constructs a theoretical framework to investigate the impact of digital maturity (DM) on organizational performance (OP), which is mediated by strategic governance mechanism (SGM) and Organizational Resilience (or). Based on dynamic capability theory, digital governance literature and resilience research, this framework aims to clarify how digital transformation can promote platform enterprises to obtain sustainable competitive advantages [12,13,5].

Digital maturity is conceptualized as a multidimensional structure, including digital infrastructure maturity (DIM) and technology and management integration (TMI). Dim covers core technologies such as cloud computing, data midrange, IOT architecture and

platform openness, such as API integration, and supports real-time data processing that is critical to agile governance [1]. TMI reflects the fit between technology and management practice, strategic decision-making and organizational culture, covering digital KPI, fit between IT and business, talent development and digital literacy of leadership [2].

The strategic governance mechanism coordinates digital capabilities to align them with performance objectives. This study emphasizes three core dimensions: structural agility, process agility and cultural learning. Structural agility refers to a flatter hierarchical and modular structure to promote cross functional collaboration and decentralized decision-making, thereby improving organizational speed and transparency [7]. Process agility follows the 3P model (people, processes and platforms), covering empowerment, digital skill development, iterative workflow and scalable digital infrastructure [11]. Cultural learning reflects an organizational mindset that values experimentation, accepts failure as part of learning, promotes continuous improvement, and provides support through formal (e.g., training, incubator) and informal (e.g., knowledge sharing) mechanisms [3]. Organizational resilience is defined as the ability to absorb external shocks and adapt through flexible resource allocation, market perception and effective coordination [5]. It reflects the ability of enterprises to dynamically reconfigure capabilities to cope with environmental fluctuations.

Organizational performance includes both financial results (e.g., return on assets, revenue growth, profit margin) and non-financial indicators (e.g., customer retention, innovation speed, satisfaction) [2]. For platform enterprises, it is important to balance the scale and participation of both financial and non-financial indicators..

The framework presents an integrated perspective: Digital maturity provides the technical basis, and strategic governance transforms this basis into adaptive practices and organizational culture; Organizational Resilience appears as a dynamic capability, and all these factors jointly promote the long-term sustainability of organizational performance.

### **3.2 Theoretical Propositions and Analytical Pathways**

Based on the above conceptual framework, this study proposes four theoretical propositions to guide further research.

Proposition 1: More effective strategic governance is related to higher digital maturity of platform enterprises. Organizations with well-established management integration and digital infrastructure usually adopt lean processes, flexible culture and agile architecture.

Proposition 2: Hierarchical Authorization System and flexible management framework are the key elements to enhance organizational resilience. By establishing independent decision-making units, implementing modular organizational design and carrying out agile pilot projects, enterprises can effectively resist the impact of the external environment.

Proposition 3: There is a significant positive correlation between Organizational Resilience and business performance. Resilient organizations usually have three core competencies: dynamic resource allocation efficiency, business continuity and rapid market response, which together form the basis of sustainable competitive advantage.

Proposition 4: Organizational Resilience may play an intermediary role between governance mechanism and organizational performance. Governance practices that promote resilience may indirectly affect performance by enhancing adaptability and responsiveness.

These propositions are based on theoretical reasoning and supported by case evidence. Although these propositions have not been empirically tested in this study, they provide a conceptual basis for future quantitative research.

To facilitate future empirical exploration, this study constructs a conceptual path model, as follows:

$$SGM = \alpha_0 + \alpha_1 \times DM + \epsilon_1 \quad (1)$$

$$OR = \beta_0 + \beta_1 \times SGM + \epsilon_2 \quad (2)$$

$$OP = \gamma_0 + \gamma_1 \times OR + \gamma_2 \times SGM + \epsilon_3 \quad (3)$$

As shown in equations (1), (2) and (3), the structure of the equation is only a conceptual reference for future research (e.g., using structural equation modeling (SEM) or survey based analysis). This study uses qualitative case analysis method, so these relationships are still theoretical and exploratory research in essence.

In this framework, DM stands for digital maturity, covering digital infrastructure and management integration capabilities. SGM represents the strategic governance mechanism, covering the dimensions of structure, process and cultural governance. OR stands for Organizational Resilience, which is defined as the ability of an enterprise to absorb shocks and adapt effectively. OP refers to organizational performance, covering financial (e.g. profitability, growth) and non-financial results (e.g. customer satisfaction, innovation).  $\alpha$ ,  $\beta$  and  $\gamma$  denote regression coefficients,  $\epsilon_1$ ,  $\epsilon_2$  and  $\epsilon_3$  denote error terms, which are used to capture the unobserved variation.

To sum up, the model shows that digital maturity alone cannot guarantee the improvement of performance. On the contrary, performance benefits can be achieved through the intermediary role of governance mechanism and resilience. This comprehensive perspective helps to explain how to manage digital investment strategically, so as to build long-term adaptability and success in platform enterprises.

## 4 Comparative Case Analysis of Platform Enterprises

### 4.1 Digital Maturity Across Platforms

Alibaba has achieved a high level of digital maturity, especially in its digital infrastructure maturity (DIM). Its data center integrates real-time analysis, artificial intelligence and cloud computing into a unified system, thus enabling rapid data-driven decision-making within a flat organizational structure [1,2]. Alibaba's technology management

integration (TMI) is reflected in the wide application of digital key performance indicators (KPIs), executive training programs, and the high fit between IT investment and business strategy [3]. This level of integration marks the digital maturity that many companies are trying to replicate.

Meituan put forward different opinions on digital transformation. Its modular digital infrastructure is a key component of its digital infrastructure maturity (DIM), and its construction method is like a set of flexible building blocks, which can be adjusted according to the needs of the local market [4]. This design gives the regional team considerable autonomy. For example, the algorithm for distribution optimization in Shanghai's dense urban areas may need to be adjusted to operate effectively in Chongqing's hilly terrain, and meituan gives the team digital flexibility to make these adjustments. Although the dim of meituan is strong, its TMI is still in its infancy. Many decisions rely on agile experimentation rather than alignment with strategic management [5]. Although real-time feedback can respond quickly, some people believe that more structured integration will be essential as the company matures.

The digital maturity of xiaohongshu is uneven, and its recommendation algorithm shows the technical maturity, but the platform still faces some structural gaps [6]. It is worth noting that it lacks a unified data governance framework, and its technical and management functions are still disconnected. Innovation is often driven by isolated team initiatives rather than coordinated digital strategies. None of these issues pose a direct risk. These are typical challenges for a platform moving from the early growth stage to sustainable maturity. As an industry analyst observed, "xiaohongshu has built everything necessary for rapid growth. Now, it needs to build elements that can sustain development" [6]. In the next stage, the company may focus on strengthening governance and standardizing the integration of technology and management, which are the key characteristics of organizations with a higher degree of digitalization.

## 4.2 Strategic Governance Mechanisms in Practice

Alibaba's unique "small front-end, large and medium-sized" operation mode has maintained the flexibility of front-end operation while strategically concentrating digital capabilities [7]. This architecture configuration enhances the collaboration between departments through standardized data protocols and transparent operation processes. The governance system combines hierarchical supervision with quantitative performance evaluation mechanisms, including cross-departmental digital performance indicators and AI enhanced analysis tools [8]. Through structured training programs and specialized innovation incubators, organizational learning can be institutionalized, so as to systematically transform technology investment into sustainable competitive advantage.

Meituan's governance emphasizes lean process, front-line empowerment and decentralized decision-making [4]. Its organizational design focuses on agility. Authorized local managers use digital dashboards to monitor performance and quickly adapt to the changing market environment. Iterative development cycle and data experiment have been integrated into daily operation. In terms of culture, meituan encourages accounta-

bility and informal innovation networks, creating an environment for rapid process adjustment and normalization of resource redistribution. This governance method supports the toughness of decentralization, which is consistent with meituan's modular digital infrastructure [5].

Xiaohongshu adopts an experimental way of governance, driven by organizational flexibility and cultural openness [6]. Its architecture allows the rapid formation and dissolution of teams around emerging projects, thus promoting creative adventurism and open communication. However, formal governance processes such as standardized data management or platform coordination are still lacking. This governance culture endows adaptability, but limits the continuity and scale efficiency of strategy, which is consistent with the growth stage of xiaohongshu platform.

### **4.3 Patterns of Organizational Resilience**

Alibaba has demonstrated strong organizational resilience by virtue of its ability to dynamically reallocate resources within the entire ecosystem, maintain the continuity of digital services, and quickly perceive and respond to market shocks [9,10]. For example, during the COVID-19 pandemic, Alibaba quickly adjusted its logistics resources, gave priority to the distribution of necessities, and used its data to coordinate cross-sectoral work. This resilience stems from its integrated governance and digital infrastructure, which together constitute a closed-loop system of perception, decision-making and execution [7].

Meituan has demonstrated strong operational resilience with its high market response ability. During the epidemic period, meituan rapidly deployed non-contact distribution and online car Hailing safety procedures, highlighting its ability to innovate and modularize the service process [4,5]. Meituan's tenacity stems from the enabling local team and iterative workflow, which support decentralized problem solving and flexible resource allocation. Its modular infrastructure supports this agility, enabling each vertical service department to respond independently but closely.

The resilience of xiaohongshu is mainly reflected in its cultural adaptability and rapid content strategy adjustment based on real-time user behavior data [6]. It has rapidly expanded the e-commerce business driven by online celebrity and adjusted its marketing strategy according to the trend of the platform. However, with the expansion of the scale of the platform, the coordination of cross functional teams and continuous strategic response are still facing challenges. The lack of a formal governance mechanism and mature digital integration has limited xiaohongshu's ability to build a stable, system-wide toughness.

### **4.4 Linking Capabilities to Performance Outcomes**

Alibaba has maintained strong financial and non-financial performance indicators, including high return on assets, strong revenue growth and excellent user retention [1,9]. These achievements are closely related to the mature digital infrastructure, centralized but flexible governance and highly developed organizational resilience. Alibaba's

model shows how digital maturity can be effectively transformed into sustainable competitive advantage through strategic governance.

Meituan reported that thanks to its agile governance and operational resilience, meituan's revenue continued to grow and its local service penetration continued to increase [4,5]. Although its financial indicators may not match Alibaba's scale, meituan's modular approach enables it to stand out in the rapidly changing market by emphasizing first-line responsiveness and iterative innovation. This shows that the combination of medium-term digital maturity and decentralized governance can produce strong performance in a dynamic environment.

Xiaohongshu's user base has expanded rapidly, but its profitability is facing fluctuations, which reflects that the link between resilience and performance is evolving but fragile [6]. Its rapid growth benefits from digital experiments and cultural governance, but the platform's relatively immature digital system and governance process may hinder the stable growth of performance. This highlights the challenges faced by emerging platforms in consolidating resilience and achieving consistent results.

#### **4.5 Cross-Case Summary and Theoretical Implications**

This comparative analysis highlights how the platform lifecycle phase critically shapes the interaction between digital maturity, governance mechanisms and Organizational Resilience, and ultimately affects performance. Mature platforms like Alibaba give priority to efficiency, coordination and ecosystem integration, and use advanced digital infrastructure and governance to build strong resilience. A growing platform like meituan focuses on agile decentralized and enabling teams to effectively respond to market turbulence; Emerging platforms like xiaohongshu rely on cultural experiments and flexibility, but need further governance and digital maturity development to stabilize resilience and performance. Future research can explore how emerging technologies such as AI and blockchain can further affect the governance mode and resilience of different platforms [10,11].

### **5 Conclusion**

This study constructs a theoretical model to link the digital maturity, strategic governance mechanism, Organizational Resilience and performance of platform enterprises. By analyzing the cases of Alibaba, meituan and xiaohongshu, this study illustrates how digital capabilities can be transformed into resilience and performance through governance design.

The main findings are as follows: Firstly, digital maturity is reflected in the integration of infrastructure and management, but it does not directly lead to performance improvement. Transforming digital investment into adaptive capacity requires effective governance, including structure, process and culture. Secondly, the governance mechanism will change with the development stage of the platform. Mature enterprises like Alibaba rely on centralized data systems to support agile decision-making; Medium term enterprises like meituan rely on modular infrastructure and first-line autonomy;

While emerging enterprises such as xiaohongshu pay more attention to flexible organizational structure and learning culture before formal governance and scale. Third, Organizational Resilience plays a bridge role to help enterprises cope with shocks, adapt to market changes and effectively coordinate operations.

These research results show that digital capability alone is not enough. Strategic governance must be carefully designed to fully unlock the value of digital maturity and support resilience. In practice, this means combining digital investment with a governance structure suitable for the stage of organizational development. In theory, the study provides a multidimensional framework linking digital transformation with governance and resilience, laying the foundation for future research.

In general, only by deeply integrating digital capabilities and governance mechanism innovation can platform enterprises maintain adaptability and competitive advantage in a changing environment. Such integration strategy is the key to supporting the sustainable performance and toughness development of the organization.

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