



Research on the Strategic Mission-Oriented Planning and Management System of Central Enterprises

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Abstract. The Third Plenary Session of the 20th Central Committee of the Communist Party of China has introduced new arrangements for the reform and development of state-owned enterprises (SOEs), clearly requiring the establishment of an evaluation system for SOEs to fulfill their strategic missions. Against the backdrop of the launch of the 15th Five-Year Plan period, enabling central enterprises to better fulfill their strategic missions under planning guidance has become an important research topic. This paper first constructs an analytical framework for the connotation of the strategic mission of central enterprises, defining its core orientation as integrating corporate, industrial and state-owned attributes, focusing on the “three concentrations” of state-owned capital, and serving Chinese-style modernization. On this basis, it puts forward ideas for building a strategic mission-oriented planning and management system, with a systematic design from five aspects: a three-level planning system, a multi-level organizational management model, a full-closed-loop business process, a professional talent team and digital management tools, so as to provide theoretical references and practical paths for central enterprises to strengthen planning guidance, fulfill strategic missions and enhance core competitiveness.

Keywords: Strategic Mission, Planning, Management System.

1 Introduction

As the core pillar of China’s state-owned economy, central enterprises undertake state-endowed strategic obligations to safeguard national security, stabilize macroeconomic operations, drive industrial upgrading and facilitate Chinese-style modernization. Distinct from general market enterprises, they integrate market, industrial and public attributes, prioritizing national strategic delivery over pure profit pursuit. Against the backdrop of ongoing state-owned enterprise reform and the deployment of the 15th Five-Year Plan, higher standards have been set for their strategic planning and governance. However, existing research tends to adopt fragmented single-dimensional analysis, lacking systematic interpretation of central enterprises’ multi-faceted strategic missions and integrated full-chain planning systems. Practically, the disconnection between top-level strategic deployment and grassroots implementation, inadequate inter-

departmental coordination and incomplete closed-loop supervision continue to constrain their high-quality development and effective fulfillment of national strategies.

Addressing the above gaps, this paper first clarifies the core connotation of central enterprises' strategic missions and interprets the strategic value of state-owned capital's "three concentrations" in national security assurance, people's livelihood service and technological industrial innovation. It further constructs a complete strategic mission-oriented planning management system that covers hierarchical planning design, collaborative organizational mechanisms, full-process closed-loop operation, professional talent cultivation and digital intelligent support, forming a coherent top-to-bottom implementation framework. This study improves the theoretical system of central enterprise strategic management, provides feasible practical guidance for enterprises to optimize planning governance, enhance core competitiveness and build world-class enterprises, and offers effective references for central enterprises to better serve national strategies and high-quality socioeconomic development.

2 Analytical Framework for the Connotation of the Strategic Mission of Central Enterprises

Strategic mission defines the core responsibilities and existential significance of central enterprises in economic and social development, answering the fundamental question of "why to exist". Based on the requirements for the reform and development of state-owned enterprises in the advancement of Chinese-style modernization, combined with the particularity of state-owned enterprises and the characteristics of central enterprises, this paper holds that the strategic mission of central enterprises is to continuously strengthen core functions and improve core competitiveness on the basis of integrating corporate attributes, industrial attributes and state-owned attributes. It requires fully playing the basic guarantee role for national security, the leading and driving role of the state-owned economy, and the supporting and service role for national economy and people's livelihood, vigorously promoting the "three concentrations" of state-owned capital, and actively serving and supporting Chinese-style modernization.

Concentration in important industries and key fields related to national security and national economic lifeline aims to safeguard national security and fully serve national strategies. It involves ensuring security in key fields by undertaking core functions in national defense, food, energy, finance, information, industrial chains and other key areas, providing strategic resource support for national security; supporting major national strategies by serving the implementation of national strategies such as coordinated regional development, rural revitalization and the Belt and Road Initiative, and completing major special tasks[1].

Concentration in public services, emergency response capacity and public welfare fields related to national economy and people's livelihood aims to strengthen national economic strength and serve the common prosperity of all people[2]. It includes maintaining overall economic stability by implementing national macroeconomic control policies, and supporting sustained and stable economic development in stabilizing the economy, investment, market and employment. It also involves ensuring public goods

and services by guaranteeing the construction of infrastructure and public facilities, providing universal services, promoting equal access to public services and social equity. In addition, it provides social and livelihood security by safeguarding people's livelihood and serving society in disaster relief, emergency support, education, medical care, poverty alleviation, employment and other fields.[3]

Concentration in forward-looking and strategic emerging industries aims to promote scientific and technological innovation and the development of strategic emerging industries[4]. It requires leading major scientific and technological innovations by giving full play to the role of innovation subjects, building sources of original technological innovation, and accelerating breakthroughs in core technologies in key fields and critical links. It also drives industrial transformation and upgrading by optimizing industrial layout and building a modern industrial system in response to major national strategic development needs at various stages[5]. Furthermore, it promotes comprehensive green transformation by meeting the needs of green production and lifestyles, driving the comprehensive green transformation of economic and social development and serving the "dual carbon" goals.

3 Ideas for Building a Strategic Mission-Oriented Planning System

To adapt to the needs of fulfilling strategic missions, anchor the goal of building world-class enterprises, focus on the fundamental task of promoting high-quality enterprise development, strengthen planning guidance, responsibility implementation, capacity improvement, process optimization and policy support, and build a planning system for central enterprises to realize the full-chain connection between top-level strategic missions and grassroots implementation[6].

3.1 Planning System

The planning system decomposes the company's strategic mission vertically. It is necessary to build a three-level planning system led by the overall plan, supported by special plans and composed of plans of various subordinate units. It should conduct forward-looking planning of business layout, scientifically calculate development goals, decompose and implement key tasks, formulate reasonable implementation paths, and realize horizontal coordination, vertical linkage and scientific openness.

The first-level plan is the overall corporate plan. As the leading plan in the planning system, it covers all contents of special plans. It comprehensively summarizes the development achievements of the enterprise in the 14th Five-Year Plan period, judges the new situations and requirements faced by enterprise development, clarifies the overall development vision around strategic goals, scientifically sets planning objectives, and puts forward major tasks and key projects.

The second-level plans are special plans. Focusing on main businesses, developing new quality productive forces, building new production relations and a modern industrial system, business development plans are formulated.

The third-level plans are plans of various subordinate units of the enterprise, serving as basic support. Based on the overall plan and special plans, they decompose various goals and tasks, and formulate development plans in light of the actual conditions of each enterprise.

3.2 Organizational Model of Planning Management

Central enterprises should build a planning management organizational structure of “overall decision-making by the governance layer + collaborative linkage by the implementation layer + research support by the support layer”. This ensures that the preliminary research deeply grasps the development requirements of state-owned assets, central enterprises and the industry, the formulation closely aligns with the strategic missions entrusted by the Party and the country, and the implementation achieves full penetration, effectively improving the accuracy and foresight of planning work.

First, the board of directors anchors the strategic positioning to ensure the foresight and guiding nature of planning. As the core decision-making body of corporate governance, the board deeply grasps major national strategic arrangements, development requirements of state-owned assets and central enterprises, and development trends of the power industry, clarifies the strategic positioning, and responds to the uncertainties of the ever-changing external environment with the certainty of the strategic course.

Second, the planning leading group exercises full-process control and acts as the overall coordination hub. Headed by the chairman of the company, the group is responsible for the overall planning work of the company, grasps key directions, reviews and approves formulation work plans, studies major issues and matters in planning work, and guides planning formulation. Under the planning leading group, professional business development groups are set up, headed by leaders in charge of various businesses, to focus on the industrial development requirements of central enterprises and plan key directions for optimizing business layout and structural adjustment.

Third, internal think tanks of the enterprise provide research support to improve the scientificity and foresight of planning. Integrating the professional advantages of internal research institutions, they jointly carry out corporate planning research and give full play to the overall effectiveness of planning research support. Each support unit integrates internal planning research businesses and forces, designates responsible persons and research teams, strengthens the allocation of planning professionals, and carries out regular planning research in the mode of responsibility system, task system and project system. Internally, it realizes flexible traction, builds a corporate planning “general staff department”, and supports the research, formulation and implementation of planning at all levels. Externally, it serves as a unified support window, builds a high-end think tank, and supports the planning decision-making of state-owned assets and central enterprises.

3.3 Improving a Comprehensive and Closed-Loop Business Process

Central enterprises focus on the three key links of “formulation-implementation-post-evaluation”. They improve the quality of planning formulation through cor-

porate overall planning, unit linkage and hierarchical review, ensure the precise implementation of planning tasks through the whole-process project management monitoring model, form a complete closed loop with the evaluation system, and rely on digital platform support to realize “quality formulation, guaranteed implementation and feedback execution”, effectively improving planning management efficiency. On the one hand, a “two-down, two-up” planning formulation process is built to ensure planning quality. In the “first down” stage, the headquarters studies and formulates planning formulation work plans and overall ideas, completes internal procedures, submits them to the State-owned Assets Supervision and Administration Commission of the State Council, and issues them to all units. In the “first up” stage, all units implement the planning formulation work plans and overall ideas of the headquarters, complete the planning evaluation and formulation work plans of their own units, complete the procedures and report to the headquarters, which organizes quality review. In the “second down” stage, the headquarters completes the formulation of the overall plan, goes through decision-making procedures, submits it to the State-owned Assets Supervision and Administration Commission of the State Council, and issues it to all units of the company. In the “second up” stage, all units decompose and implement the corporate plan and complete their own plans. On the other hand, a whole-process monitoring model of “planning-reserve-plan-execution” is built to ensure the precise implementation of planning tasks. In the planning formulation stage, task arrangements are refined, specific projects are defined, and a planning project database is formed. In the planning implementation stage, project reserve management is strengthened; projects can be included in the reserve database after feasibility study review and in the annual plan after feasibility study approval, realizing precise project decision-making. Strict project execution management is implemented, with overall coordination, full-factor coverage and whole-process supervision of project management. A supervision and monitoring system for planning project execution is established, and key issues and projects are tracked by level and category to ensure efficient and standardized planning implementation.

3.4 Strengthening Talent Team Construction

Internal and external resources are coordinated. Through organizational allocation, post competition, graduate recruitment and introduction of mature high-end talents from the power industry, high-quality personnel with good political quality, strategic thinking, strong innovation ability and pragmatic work style are cultivated and selected to engage in strategic planning and management. A professional talent team is built, the study of modern enterprise management theories is strengthened, and the ability of strategic planning and management is improved. Adhering to the combination of internal cultivation and external introduction, relevant learning resources are gathered to promote the integration of learning and practice and rapid improvement, and cultivate economic management and other talents adapted to strategic planning and management. The innovation vitality of strategic planning research is stimulated, innovative salary incentive mechanisms and career development paths are established to encourage employees to update their knowledge structures to meet new strategic requirements. Meanwhile,

conditions are created for introduced new external talents to provide a better platform and space for their performance. Diversified capacity building is carried out to cultivate a compound talent team. The post establishment, application and incentive assessment mechanisms for compound talents in strategic planning and management are defined, hierarchical and classified training programs for compound talents are formulated, and training resources of enterprises and institutions are effectively integrated to continuously expand and strengthen the compound talent team.

3.5 Strengthening Management Tool Support

A digital platform for strategic planning and management is built to provide platform support for the closed-loop management of strategy, planning and plan formulation, decomposition, implementation, evaluation and adjustment. Digital intelligence drives strategy and planning insight. Digital intelligence technologies are adopted to identify key information of core policies and industry trends, determine strategic planning strategies in different scenarios, and finally form strategic goals and plans. Digital intelligence drives strategic planning decoding and business planning. Through the digital accumulation of strategic decoding libraries and decoding rules, automated strategic planning decoding is implemented, outputting a precise and hierarchically connected goal-indicator tree. Digital intelligence drives strategy execution and implementation. The implementation of strategic planning is highly connected with the project management and business process system, connected with the business and financial data system, forming a tracking mechanism for strategic planning goals and key performance indicators, and providing gap analysis and optimization strategies through digital intelligence technologies.

4 Research Conclusion

This study shows that building a strategic mission-oriented planning and management system is a key measure for central enterprises to implement national reform arrangements, serve the high-quality development of the 15th Five-Year Plan period and Chinese-style modernization. Centered on strategic missions, the system realizes the organic connection between top-level mission requirements and grassroots implementation through a vertically connected three-level planning system, an efficient and collaborative organizational structure and a full-process closed-loop management mechanism. Meanwhile, relying on a professional talent team and a digital management platform, it continuously improves the quality of planning formulation, implementation efficiency and dynamic regulation capacity. In practice, the strategic mission orientation should be strengthened throughout the planning cycle, and the overall coordination and evaluation closed loop should be improved, so as to promote central enterprises to better play their strategic supporting role and accelerate the construction of world-class enterprises.

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