Research on the Path of Organizational Resources’ Utilization and Development of State-Owned Energy Enterprises in the New Era

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Abstract. Under the multiple-pressure of macroeconomic situation, self-reliance of science and technology, enterprise management reform, industrial transformation and upgrading, state-owned energy enterprises need to comprehensively examine the important value of organizational resources in the development of enterprise reform and transformation. Meanwhile, on the basis of grasping the external demands, expectations and key constraints faced by state-owned energy enterprises in the new era, it is critical to clarify the evolution direction of the organizational system of state-owned energy enterprises in the new era, and find the key path for state-owned energy enterprises to tap the potential of organizational resources and introduce high-quality organizational resources.

1. Introduction
Generally speaking, organizational resources are the sum of effective factors owned or controlled by an organization, including assets, production or other operating procedures, skills and knowledge [1]. There are three kinds of resources in enterprise: tangible resources, intangible resources and human resources. The index of organization's overall resources and ability is the application and integration of individual resources, which is mainly reflected in corporate culture and spirit, corporate image and reputation, organization's coordination ability, learning ability and adaptability. From our point of view, the concept of organizational resources includes two levels: organization's resources and organized resources. Organization’s resources are all kinds of resources owned or controlled by the organization, mainly including tangible resources, intangible resources and human resources. Organized resources are the integration of resources with value attributes through the organizational process of introduction, development, configuration and integration.

2. why it getting more critical of energy state-owned enterprises’ organizational resources
From the perspective of the position in enterprise's change, enterprise change is essentially a two-way cycle of enterprise strategy and enterprise organization [2]. The interaction of this two factors create enterprises’ new opportunities and challenges and continue to implement successful change [3]. Firstly, the change of strategic system promotes the change of enterprise organization system through business layout, business process and authority system; secondly, through the innovation of organization resources, operation efficiency and business model, the change of enterprise organization
system reversely stimulates the change of enterprise strategic system. Organizational resources are the source of organizational efficiency, and the development and utilization of organizational resources can even determine the success of enterprise strategic change. The reform of enterprise organization system mainly improves the operation efficiency of the organization by optimizing the allocation of organizational resources and tapping value potential, further strengthens the goal leading role of enterprise strategy, drives the enterprise to carry out business model innovation, and provides the basis for the enterprise to carry out strategic change.

Figure 1 the position of organizational resources in the strategic change of enterprise

From the perspective of The importance of state-owned energy enterprises’ organizational resources, state-owned energy enterprises shoulder multiple strategic missions. On the one hand, state-owned energy enterprises need to achieve their strategic objectives through the development and utilization of organizational resources; On the other hand, organizational resources have triple significance of dynamic ability, legitimacy and scale economy, which are important basics for their survival and development [4]. However, the current academic research on how organizational resources build innovating power, organizational power, control power is not in-depth [5]. At the same time, how organizational resources support the formation of driving mode and organization system, competition and cooperation strategy of state-owned energy enterprises is still a black box.

Figure 2 the importance of state-owned energy enterprises’ organizational resources

dynamic ability    legitimacy    scale economy
3. New era, new situation and new requirements

Macroeconomic situation under the impact of epidemic situation. The epidemic has been exerting great impact on the world, and China's economic development will still face a long-term challenge. The task of "six stabilities" and "six guarantees" will be continually urgent. The state-owned energy enterprises are required to continuously strengthen energy security, do well in targeted investment, excellent service, price reduction and taking other measures to benefit the people, and serve the new development pattern of "double cycle".

International situation forces science and technology to be independent and strong. Some American politicians try to snipe China's high-end march into the global industrial chain. The spread of global epidemic has increased the uncertainty of economic recovery, and the international situation is still highly complex and changeable. It is required that state-owned energy enterprises speed up the attack on energy "neck" technology, improve the level of industrial chain and ensure the national energy and economy security.

Reform situation accelerates the change of enterprise management. The central government has made clear the guiding role of the reform to stimulate market vitality and hedge the downward pressure of the economy. The reform of electric power and state-owned enterprises will be further accelerated. The state-owned energy enterprises are required to accelerate the internal reform, optimize the management and control mode, introduce the market-oriented mechanism, and adapt to the market-oriented reform and the new round of transmission and distribution price reform.

Energy reform promotes industrial transformation and upgrading. The goal of "carbon peak, carbon neutral" accelerates energy transformation, releases a strong signal of clean and low-carbon energy transformation, and highlights the business layout and innovation weaknesses of state-owned energy enterprises. The state-owned energy enterprises are required to accelerate the improvement of quality and efficiency, actively explore new models, new businesses and new formats to meet the regulatory requirements, and accelerate the cultivation of new profit growth points.

4. The external demands and expectations of state-owned energy enterprises in the new era

Firstly, serving the construction of modern economic system. In terms of efficiency and benefit, the per capita efficiency and benefit of enterprises are relatively low, and breakthroughs in key technology and equipment need to be accelerated. In terms of optimizing the market environment, The state-owned energy enterprises still need to vigorously establish a transparent transaction mechanism and participate in the market competition fairly according to law. In terms of leading, the state-owned energy enterprises need to further build a more open and transparent material supply chain, and improve the level, scope and strength of Mixed Ownership Reform.

Secondly, promoting the construction of clean, low carbon, safe and efficient energy system. Equipment accidents and casualties have potential safety risks, and the level of power grid safety management still needs to be unremitting. The level of energy service in urban and rural areas is not balanced, and value-added services need to be further explored and strengthened. The big data has huge support potential in government decision-making, so it is urgent to accelerate the construction of energy big data centre. Specifically, Local government’s demands mainly focus on safe and reliable production, supply and use of energy, optimizing business environment, continuing to reduce energy costs, optimizing urban environment, and strengthening economic drive. Enterprise users’ demands mainly focus on improving the reliability of energy supply and rapid repair, improving the speed of energy processing, improving the value-added level of services, and continuing to reduce costs. Residents’ demands mainly focus on improving the reliability and convenience of energy supply and utilization, and reducing the cost of energy utilization.

5. The evolution direction and path of organizational system of state-owned energy enterprises in the new era

The evolution direction of the organizational system of state owned enterprises is the transformation of platform organization based on Digitalization, which is built on the basic organizational paradigm of
“backstage+ middle platform+ Front desk+ ecology”. At present, most of the state-owned energy enterprises are still in the stage of networking organization. The focus of organizational change is to create customer value as the goal, obtain customer demand efficiently and accurately, and promote online collaboration of internal and external business.

Figure 3 the evolution stage of state-owned energy enterprises’ organizational system

The path to tap the potential of organizational resources. Focusing on the mission and responsibility of the new era, state-owned energy enterprises should grasp the basic role of the deep integration of technology application and management innovation, according to the three key points of "power supply, allocation optimization and value creation", and focus on strengthening human resource development, promoting the efficient operation of management and control, promoting the coordinated development of industries, and leading the ecological development of internal organizational resources of state-owned energy enterprises Integration and configuration. The power supply emphasizes the exploitation of people's sustainable dynamic potential, and treating exploitation of people's value and realization of value as the starting point of the exploitation of organization resource potential. The core of configuration optimization lies in the integration and innovation of loose resources through the optimization of management and organization system, and then efficiently transform into organizational capability and effectiveness. Value creation is the foothold of tapping the potential of organizational resources, which drives the innovation of value creation mode through fully integration of organizational mechanism and market mechanism, and industry systematic operation.

The introduction path of high quality organization resources. Focusing on the mission and responsibility of the new era, energy state-owned enterprises should grasp the two driving forces of energy marketization and technology intelligence, take "enterprise marketization and market ecologization" as the main line, deeply integrate the government enterprise association mechanism and market competition mechanism, and introduce external high-quality resources in the construction and operation of Energy Internet Ecosystem through deep development, accurate empowerment, joint innovation, fairness and justice, which promotes industrial value creation and sharing. Specifically, consolidate the ecological foundation, we should focus on promoting business online collaboration, platform deep association, and data interconnection applications. Strengthen resource aggregation, we should accelerate the opening of business resources, promote resource drainage, and provide shared services. Explore ecological governance, we should focus on enriching connection methods, strengthening platform governance, and optimizing internal control. Promote collaborative
innovation, we should stimulate cooperation willingness, improve cooperation efficiency and carry out joint innovation.

6. Conclusion
Since entering the new era, state-owned energy enterprises have been faced with many new situations, which require state-owned energy enterprises to recognize organizational resources, transform organizational resources into strong organizational efficiency, and support enterprise reform. Firstly, holding the transformation of platform organization as important task, which is the inevitable requirement for state-owned energy enterprises to transform from informatization and networking to digitalization. Secondly, according to the three key points of "power supply, configuration optimization, and value creation", grasping the basic role of the deep integration of technology application and management innovation, which lead to the ecological development, integration and allocation of organizational resources within the state-owned energy enterprises. Thirdly, taking "marketization of enterprises and market ecologization" as the main line, grasping the two driving forces of energy marketization and technology intellectualization, and introduce external high-quality resources and promote the co-creation and sharing of industrial value in the construction and operation of the Energy Internet Ecosystem.

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