

# Research on Enterprise Management Strategy Innovation Under the Background of "Internet +"

-- Take ByteDance as An Example

**Zixuan Deng**

University of Nottingham, Nottingham, United Kingdom

---

**Abstract:** Great changes have taken place in the management of enterprises in the "internet +" era. It can be said that the traditional enterprise management model has long been unable to meet the development needs of the new era, and it is urgent to innovate enterprise management. Under the background of "internet+", enterprises gradually shift the focus of competition from the scale of funds, the level of science and technology and decision-making to whether they can meet the needs of consumers in time and to the maximum extent. Therefore, the speed of competition has also become a factor that cannot be ignored in the innovation of management mode. In this paper, the necessity of enterprise management innovation in the era of "internet +" is briefly described, and the management strategy and development of ByteDance are briefly analyzed. The management strategy of ByteDance is analyzed from three aspects: digital management, enterprise encirclement strategy and management control system. On this basis, the enlightenment of ByteDance management strategy to enterprise management strategy innovation under the background of "internet+" is put forward. Intended to provide theoretical reference for innovative practices of enterprise business strategies.

**Keywords:** ByteDance, Enterprise Management, Internet +.

---

## 1. Introduction

The emergence of "internet +" not only provides enterprises with more advanced equipment and technical support, but also provides good conditions for the development of enterprises. If enterprises do not have good services, consumers will lose a lot. Therefore, enterprises must actively carry out communication and information collection with customers at present. Only when they have a clear market, can enterprises find a correct market position [1].

The combination of "internet +" and enterprises can bring development power and market competitiveness to enterprises, but some enterprises still have some shortcomings in applying the concept of "internet +", which leads to the inability of enterprises to effectively innovate the management mode, and outdated thinking and lack of technological innovation have become the bottlenecks restricting the development of enterprises [2-3]. This paper takes ByteDance as a case to analyze its management strategy, and on this basis, puts forward the enlightenment of ByteDance management strategy to the innovation of enterprise management strategy under the background of "internet+", hoping to provide theoretical reference for the innovation practice of enterprise management strategy.

## 2. The Necessity of Enterprise Management Innovation in the "Internet +" Era

Great changes have taken place in the management of enterprises in the "internet +" era. It can be said that the traditional enterprise management model has long been unable to meet the development needs of the new era, and it is urgent to innovate enterprise management. To some extent, the efficiency of an enterprise can effectively solve its internal problems, but under the background of unclear market

positioning, enterprises need to strengthen communication with customers. Therefore, we should attach importance to the role of "internet +" in enterprise management mode. To realize innovation and development with the help of the Internet, enterprises must first change their thinking and seek new breakthroughs with an open mind [4]. In the era of "internet +" based on Internet technology, the change of consumer behavior makes the business process, internal management system and business model of enterprises have to be upgraded and reformed again, which is the fundamental to ensure the sustainable development of enterprises.

Under the background of "internet+", the development space of traditional industries began to expand. In the process of enterprise development, a better development environment was created, which enabled enterprises to adopt various technologies in "internet+" to integrate network users' information and accurately analyze customers' needs. Under the background of "internet+", enterprises gradually shifted the focus of competition from capital scale, scientific and technological level and decision-making to whether they could meet consumers' needs in time and to the maximum extent. Therefore, competition speed has also become management [5]. The emergence of customer customization behavior makes products show different characteristics, and based on this way, the scale effect formed by huge consumer groups on the Internet is the consumer scale effect, which is more flexible than the producer scale effect and is a new model to adapt to the growth of modern enterprises.

## 3. Analysis of Enterprise Management Strategy of ByteDance

### 3.1. Digital management

Generally speaking, in the relatively stable development stage of the organization, enterprises will improve their

adaptability to digital management of the environment through continuous learning and upgrading their capabilities, which is manifested as a gradual adaptability to digital management [6]. This also means that the cross-system digital transformation of enterprises faces the double risks of breaking the old system and adapting to the new system, which requires enterprises to break through the adaptive path of industrialized system and improve their adaptability in the digital system through the adaptive reform of digital management [7-8].

In ByteDance's early management practice, the traditional KPI performance management system based on bureaucracy is difficult to solve the difficult problem of employee performance management in innovative enterprises, and it is unable to flexibly allocate and coordinate resources, which has increasingly become the bottleneck problem of enterprise

development [9]. After many investigations and in-depth thinking, ByteDance decided to introduce OKR management adopted by leading international companies such as Google and Facebook into ByteDance. Compared with the traditional KPI management mode, the advantages of implementing OKR management mode are very obvious [10].

OKR management decomposes objectives in two ways: top-down and bottom-up, which optimizes the organization's management by objectives. Through the transformation from KPI to OKR management mode, ByteDance has realized the flexible performance management of "management by objectives+performance appraisal", which allows employees and enterprises to co-create and have better environmental adaptability. ByteDance's management mode transformation system is shown in Figure 1:

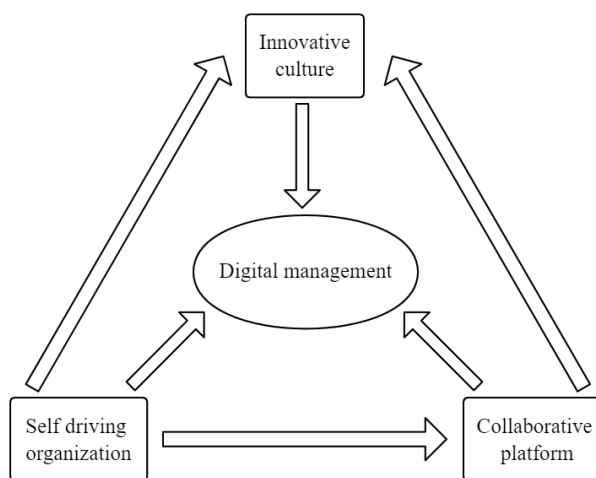


Figure 1. ByteDance's management mode transformation system

From KPI to OKR, it is not only the change of performance management, but also the change of enterprise management concept and mode. It is an important embodiment to adapt to the external market environment and the needs of internal employees to realize the self-value of employees and then realize the commercial and social value of enterprises. This is an important reason why ByteDance chose to change the organizational management adaptability from the change of management mode. Through the development and application of flying book collaborative office system, not only the efficiency of communication and collaboration is improved, but also the transparency, alignment and collaboration of target management can be achieved, so that OKR management can be continuously implemented and improved, laying the foundation for technical tools for the transformation of management mode.

### 3.2. Enterprise encirclement strategy

Platform encirclement is a common market entry strategy in the Internet industry, which means that platform enterprises bind existing platform functions with new platform functions

in order to share existing user resources and public components, thus entering another new target market and building a competitive strategy of platform ecosystem [11]. The strategy of platform encirclement is to use the existing user resources, realize the rapid promotion of new platforms or new functions in the form of user sharing and service crossover, and form a sustainable competitive advantage through the migration and sharing of users of old and new platforms.

ByteDance has repeatedly implemented the strategy of encircling and developing the platform ecosystem. After gaining a firm foothold in the field of short video, it has further explored the business fields such as live broadcast and e-commerce, and gradually built the platform ecosystem, completing the evolution from a single platform to a platform ecosystem. The implementation path of ByteDance content platform encirclement strategy is "one-way breakthrough-vertical encirclement-cross-platform horizontal encirclement-building ecosystem", and the specific path and strategy are shown in Figure 2.

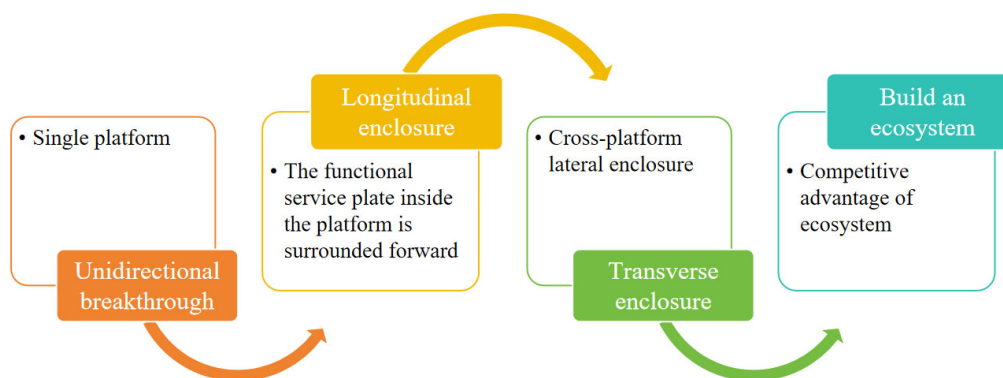


Figure 2. ByteDance encircles the strategic implementation path.

First of all, as a start-up, ByteDance relies on internal "heterogeneous technology" (that is, intelligent recommendation algorithm) to provide users with "heterogeneous experience". Secondly, ByteDance implemented a vertical encirclement strategy, specifically a forward encirclement strategy. To enhance the diversity of functional service ecology within the platform; And introduce social "attention" and new user incentives to stimulate users' unilateral network effect, and at the same time stimulate cross-border network effect through creator incentive plan. Thirdly, in the growth period, ByteDance began to implement a large-scale horizontal encirclement strategy, which is the key to building a platform ecosystem. From the source, some of them come from the existing platform incubation, and the other part is independently launched. Finally, in the mature and stable period, the enterprise business main platform is switched. At the same time, with the advantage of user scale, platform-based enterprises use the user data accumulated in the encirclement strategy to build a marketing service platform for enterprises and explore the B-side business sector.

### 3.3. Management control system

The first step in setting and measuring goals is to measure the overall goals of the organization, and then gradually subdivide the overall goals into each employee according to the hierarchy of the organization, so as to ensure the consistency between organizational goals and personal goals. ByteDance not only strictly implements the management control system at different organizational levels within the enterprise, but also fully ensures that the five elements of the management control system play the greatest role in the operation process of the enterprise, and finally promotes the effective embodiment of the enterprise value.

The particularity of ByteDance's industry makes its profit mainly depend on the realization of traffic, that is, through targeted advertising in video software to obtain a large amount of operating income. ByteDance makes the live broadcast of goods into a flow realization depression. By measuring the realization time of the live broadcast of goods, the flow realization efficiency of products can be better calculated, so that the company can continuously maintain the advantages of live broadcast of goods, continuously improve the flow realization efficiency, increase the amount, and expand the company's business scope to obtain a higher profit rate. Companies need to regularly train employees in computer technology to maintain the company's scientific research level. Therefore, we can inspect the participation rate

and qualification of employees to ensure that the skill level of employees can be continuously improved, which will help improve the long-term profitability and sustainable development ability of enterprises.

ByteDance's perfect mass production chain system, accurate data mining and analysis ability, key development and optimal allocation of resources have all become the reasons why it can launch different products in the same field and achieve breakthrough brand strategy success. ByteDance forms an organizational structure with large and medium-sized platforms as the pillar and small front desk as the trial and error point. Enterprises arrange a small number of personnel to be responsible for the production test of products in the small front desk, and efficiently test and prove the performance of products. High-quality teams try and error products in different fields and different products in the same field to explore their development space, and then improve products according to their advantages and disadvantages, optimize the allocation of resources, and focus on breakthroughs. ByteDance set up three departments in the middle station, namely technology, user growth and commercialization, to solve the problem of retaining, updating and realizing the front desk traffic.

## 4. The Inspiration of Bytedance Management Strategy for Enterprise Management Strategy Innovation in The Context of "Internet+"

### 4.1. Innovative management concept

Under the economic tide of "internet+",ByteDance has changed from an unknown small startup to a giant in the Internet industry, breaking the original situation that BAT almost monopolized the market, and its successful experience is worth learning from all enterprises in the Internet industry. In the Internet era, consumers' demands are becoming more and more fragmented, personalized and experiential. Therefore, enterprises should be brave enough to break the traditional business model, have a deeper examination and reflection on the market and consumer groups, update their management concepts in time, realize the transformation from production to service, and take consumer groups as the center to realize the effective synergy and win-win development of the business ecosystem.

## 4.2. Management innovation should focus on the needs of consumers

The market structure of ByteDance is basically fixed, but with the fierce competition for traffic between the two sides, it is becoming more and more standard for both users and content producers to occupy dual platforms, which also forces both platforms to further innovate themselves and find more value growth points. In the process of production and operation, enterprises should take consumers as the leading factor and innovate the marketing management mode of enterprises. Enterprises should dig deep into consumers' needs through network technology, master customers' consumption information, and analyze consumers' consumption information data through computer technology, so as to lay the foundation for enterprises' precise marketing activities. Cultivate and form a fixed consumer group, occupy the customer market to the maximum, and enhance the market competitiveness of modern enterprises.

## 4.3. Reshape the organizational structure

ByteDance broke through the business model of traditional Internet companies focusing on developing a core product, and launched a variety of products in the same field, which accelerated the change of star products and caused endless explosions. Aiming at the problem of low operational efficiency caused by the overlapping of traditional structure personnel setting and functional department setting, the enterprise business is further sorted out. Combined with the development strategy of the enterprise, the Internet is used to build a network platform to form an amoeba architecture model characterized by a large platform with small teams and elite talents. Business teams can independently conduct cost accounting and find suitable opportunities to add reasonable income, which not only ensures that independent accounting units are in a healthy state, but also helps enterprises to develop their business and stimulate the enthusiasm of human resources.

## 4.4. Do a good job in digital marketing

In the era of "internet +", consumers' demand also presents a diversified development trend. Therefore, in order to meet the needs of consumers in various ways, it is necessary to innovate the marketing means of enterprises themselves and collect more consumer information with the help of the data mining function of Internet technology. Only when the gold content of their own products is improved can the brand effect be better developed. Make a long-term plan for the development of the brand, have some stable customers, and have your own marketing goals, and realize them in a down-to-earth manner.

## 5. Conclusions

The combination of "internet +" and enterprises can bring development impetus and market competitiveness to enterprises, but some enterprises still have shortcomings in applying the concept of "internet +", which leads to the inability of enterprises to effectively innovate their management mode, and outdated thinking and lack of

technological innovation have become the bottlenecks restricting the development of enterprises. ByteDance constructs a product matrix, and simultaneously lays out multiple products in the same field. The cruelty of subversive innovation in the Internet industry reveals the basic laws of industrial iteration and enterprise replacement. The endless stream of new things reduces the dimension of the old things that stick to the rules, and the latter has to face the fact of being eliminated without preparation or unconsciously. Under the background of "internet+", we should establish correct concept consciousness, follow scientific management principles, give full play to the positive role of Internet platform in enterprise management, ensure the effective innovation and reform of management concept, mode and mechanism, and form a good management mechanism under the background of "internet+" in the new period.

## References

- [1] Duan Yunlong, Zhao Mingyuan, Liu Chunlin, Chen Ming,&Liu Yugang. (2011). Research on the management strategy and mechanism of major opportunities in the process of enterprise continuous innovation. *Managing the world* (9), 2.
- [2] Sheng Xin, & Chen Gongyu. (2015). Research on the choice of innovation strategy of supply chain finance business-based on the perspective of logistics enterprise cluster. *Research on technical economy and management* (11), 5.
- [3] Miao Yujun. (2010). Research on the risks in the process of enterprise technological innovation and its preventive strategies. *Research on scientific and technological management* (7), 3.
- [4] Su Xianna,&Xie Fuji. (2016). Evolutionary game research on the cooperation strategy selection of enterprise technological innovation. *Research and Development Management*, 28(1), 9.
- [5] Li Xiaoxiang. (2019). Research on innovation path of small and medium-sized enterprises: from the perspective of behavior strategy and resource structure. *Scientific research management*, V40(7), 173-181.
- [6] Kong Xu, Hao Feiyan, Liu Peipei, Zhang Lianbiao. (2021). R&D investment, innovation strategy and enterprise performance in artificial intelligence industry-an empirical study based on 112 listed companies. *Science and Technology Management Research*, 41(8), 101-107.
- [7] Ju Sisi, & Chen Ming. (2022). ByteDance: Integration of Social Responsibility and Business Development. *Enterprise Management* (7), 4.
- [8] Jiang Gankun, Luo Anqi,&Shi Luyao. (2021). Social Responsibility Risk Management of International Investment of Social Internet Enterprises-Taking ByteDance as an Example. *Finance and Accounting* (16), 4.
- [9] Shao Yuan. (2020). ByteDance Internet Industry Breaker. *Enterprise Management* (4), 5.
- [10] Peng Li. (2019). The road to "autonomy" of Internet platforms in the information age-taking "ByteDance Platform Responsibility Research Center" as an example. *Media* (20), 2.
- [11] Li Li, Su Ziqi,&Lv Chen. (2021). Research on the globalization development strategy of mobile Internet products-taking tiktok as an example. *Management Modernization*, 041(001), 44-47.