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Research on the Path of Enterprise Organizational Capability Reconstruction Driven by Digital Intelligence Technology

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Abstract

In the context of the digital economy, digital intelligence technologies such as big data, artificial intelligence, and cloud computing are gradually influencing and changing the operating mechanisms and competitive paradigms of enterprises. In this wave of technological change, the original organizational capabilities of enterprises are facing bottlenecks such as process rigidity, data silos, and lagging talent structure. If the organizational inertia and capability lock-in cannot be broken in time, the enterprise will miss the window of strategic transformation. This article focuses on the dynamic adaptation mechanism between digital intelligence technology and organizational capabilities, systematically analyzes its reconstruction path in terms of organizational structure, process system, talent allocation, and cultural identity, reveals the internal logic and key drivers of the evolution of organizational capabilities in the context of technology embedding, and provides theoretical reference and practical guidance for enterprises to build resilience and sustainable competitive advantages in complex environments.

Keywords: digital intelligence technology, organizational capabilities, dynamic adaptation, collaborative reconstruction

1. Introduction

As digital intelligence technology evolves from an auxiliary tool to a dominant variable in organizational change, the logic of enterprise capability building faces a systematic reassessment. Digital transformation not only involves process optimization or efficiency improvement, but also requires organizations to deeply reconstruct in multiple dimensions such as structure, cognition, and culture. However, existing research mostly focuses on technology application or local process reengineering, lacking a systematic and dynamic overall grasp of organizational capability reconstruction. In practice, heterogeneous technical architecture, blurred data governance boundaries, and cultural cognitive stagnation often become key obstacles in the advancement of change. Based on the dynamic capability theory, this article explores the deconstruction-reconstruction mechanism of organizational capabilities driven by digital intelligence technology from the interactive perspective of "technology-organization-capability", and constructs a multi-dimensional collaborative reconstruction path, aiming to bridge the gap in theoretical explanation and provide an operational framework tool for practice.

2. Theoretical Support and Research Basis

2.1 Definition of Concepts

To define the key concepts of this study, this paper systematically reviews existing literature, combines Teece et al. (1997)'s structural explanation of "dynamic capabilities" [1] and Vial (2019)'s systematic explanation of "digital transformation" [2], and absorbs the empirical research results of Li Yinlong and Yang Miaofan (2023) [3] and Li Bingxiang et al. (2025) [4]. in the context of Chinese enterprises, and summarizes and defines the following two core concepts:

Enterprise organizational capability refers to the systematic integration mechanism that transforms internal and external resources into competitive advantages in a complex and dynamic environment. Its core lies in achieving dynamic coordination between strategic goals and execution systems, which specifically includes three structural dimensions: resource allocation, process coordination, and cultural identity. The above dimensions form a circular nested and spiral evolution mechanism, which continuously promotes the iterative update of organizational capabilities [1] [4].

Digital intelligence technology, with data-driven, algorithmic learning, adaptive evolution and heterogeneous integration as its core features, is profoundly reshaping the decision-making logic, organizational structure and

collaboration model of enterprises. In the process of deep embedding, this type of technology not only improves the response speed and accuracy of the organization, but also promotes the decentralization of the organizational structure, and the shift of job roles from execution to data interpretation and co-creation, thereby promoting the governance mechanism from rule control to platform coordination [2][3].

2.2 Current Status and Review of Domestic and Foreign Research

2.2.1 Current Status of Foreign Research

In foreign academia, research on corporate organizational capabilities is increasingly focused on digital technology-driven, dynamic adaptation and resilience evolution mechanisms. Lin et al. (2025) pointed out that big data analysis capabilities significantly improve corporate performance through the intermediary mechanism of organizational resilience, emphasizing the regulatory role of the dynamic nature of the external environment on the path of organizational capability formation [5]. Based on the study of SME innovation mechanisms in small economies, Ćirović et al. (2025) proposed that the interactive impact between R&D investment and market dynamics needs to be supported by the structural construction of organizational capabilities [6]. Yeboah and Zogli (2025) empirically analyzed the linkage effects of resource base and learning ability of African SMEs on performance, revealing the necessity of the co-evolution of knowledge acquisition and organizational capabilities [7].

Alves et al. (2025) further proposed that dynamic management capabilities and organizational change adaptability are the basic prerequisites for SMEs to build a dynamic capability system [8]. Xiao (2025) revealed the diversified configuration patterns of social enterprises in emerging economies in the path of capability construction and expansion through configuration analysis [9]. Le and Khuong (2025) found that the coupling between strategic orientation and learning ability has a significant driving effect on organizational effectiveness, especially in the process of capability reconstruction when the organization is in a highly variable environment [10]. In addition, Guo et al. (2025) pointed out that analytical capabilities based on data-driven culture can enhance the organizational resilience of agricultural enterprises and improve their ability to cope with environmental uncertainty [11].

Overall, foreign research generally emphasizes the dynamic nature, situational adaptability and data-driven mechanisms of organizational capabilities, providing a multi-level reference perspective for Chinese companies to cope with the complexity of transformation.

2.2.2 Current Status of Domestic Research

Domestic scholars focus on the identification of the structural dimensions of organizational capabilities, the construction of evaluation mechanisms, and the exploration of local practice paths. Zhu Wenhai (2021) proposed that digital transformation requires the systematic promotion of the coordinated evolution of processes, structures, and culture, providing macro-guidance for the reconstruction of organizational capabilities [12]. Yu Dengke and Zhang Wanjun (2022) introduced the closed-loop model of "intellectual capital-knowledge management-innovation performance" and enriched the capability construction mechanism [13]. Zhang Ziyi (2022) verified the driving effect of digital capabilities on the business model innovation of Internet companies through empirical analysis, highlighting the tension between technological capabilities and organizational inertia [14].

In the study of organizational capability evaluation and improvement paths, Li Hongshou (2023) and Liu Bo (2023) respectively constructed organizational capability improvement frameworks based on the "Yang Triangle Model" and "knowledge co-creation" theory, focusing on the transformation practices of local enterprises [15][16]. Wulijitu and Dong Manyu (2024) used Tesla as a case study to analyze the role of information structure in knowledge creation and capability construction [17]. Liu Jing (2024) emphasized the supporting role of human resources in organizational change and suggested that capability reconstruction needs to be embedded in talent strategy [18].

2.2.3 Research Review

Overall, foreign research is more systematic in theoretical abstraction and mechanism model construction, emphasizing the causal chain between technology, capabilities and performance, while domestic research pays more attention to the structural barriers and implementation paths of local enterprises. However, the existing literature generally has the following shortcomings: First, there is insufficient attention to the dynamic mechanism of the organizational capability reconstruction process, and most of them remain at the level of structural static analysis; second, there is a lack of interactive research on factors such as institutional barriers, cultural adaptation and talent migration in the process of digital intelligence technology embedding; third, few literatures analyze "technology -organization-capability" as a dynamic interactive system and systematically present its co-evolutionary logic.

Therefore, based on the theory of dynamic capabilities and organizational evolution, this article intends to focus

on the "deconstruction-reconstruction" mechanism of organizational capabilities driven by technology, and construct a collaborative reconstruction path of "platformization-process agility-data-driven-cultural identity" to bridge the gap between theory and practice and respond to the governance challenges of enterprises in digital transformation.

2.3 Theoretical Basis

In order to deeply reveal the reconstruction logic of enterprise organizational capabilities driven by digital intelligent technology, this paper mainly uses dynamic capability theory and organizational evolution theory as theoretical support to construct an analytical framework for "technology embedding-structural adaptation-capability evolution".

Dynamic capability theory emphasizes that enterprises maintain their competitive advantage in a highly uncertain environment by continuously integrating, building, and reconstructing internal and external capability resources [1]. This theory provides the key logic of organizational capability evolution: "sense-grasp-change", which is highly consistent with the four-dimensional structure of organizational capability defined in this article (strategic cognition, resource allocation, process coordination, and cultural identity), and provides a basic explanatory framework for identifying the structural adjustment of the capability system under the background of technological change.

Organizational evolution theory emphasizes that the organizational structure and capability system of an enterprise has the characteristics of gradual and path-dependent change, and its adaptive evolution depends on the combination of the "variation-selection-retention" mechanism [19]. The "loop nesting and spiral evolution" model of organizational capability proposed in this paper reflects the evolutionary logic of organizations achieving overall transition through local optimization in a dynamic environment, and emphasizes the nonlinear interaction and gradual adjustment between organizational capability elements in the context of deep technology embedding.

In summary, the above two theories jointly support the research logic of this article from different perspectives: the dynamic capability theory explains the upgrading mechanism of the capability structure, and the organizational evolution theory describes the process path of capability evolution, which together constitute the theoretical basis for this article to analyze the path of organizational capability reconstruction driven by digital intelligence technology.

3. Challenges of Restructuring Enterprise Organizational Capabilities Driven by Digital Intelligence Technology

3.1 Complexity of Technology Integration

In the process of digital transformation, enterprises first face the high complexity of technical system integration. Traditional enterprise information systems often have closed architectures and different data standards, making it difficult to smoothly connect with newly introduced intelligent platforms. System heterogeneity not only leads to data discontinuities but also results in a siloed process structure, making it difficult for organizations to achieve end-to-end business collaboration. This problem can be attributed to the lack of unified architecture design and cross-departmental data coordination mechanisms between organizations (Galbraith, 1973).

In the early stage of Sinopec's "smart factory" construction, due to the incompatibility of data interfaces and inconsistent data standards between the original ERP system and the newly added industrial Internet platform, key production data could not be shared in real time, and some business processes had to rely on manual transcription, which significantly reduced operating efficiency. Subsequently, by establishing a unified data center and adopting a microservice architecture, process penetration linkage was gradually achieved.

In addition, technology integration is inevitably accompanied by the reconstruction of functional boundaries and power structures, especially between IT and business departments, which often cause internal games due to overlapping responsibilities or divergent goals, affecting the implementation of changes. At the same time, the skill structure required for the application of new technologies also far exceeds the requirements of traditional positions. According to the "2023 China Digital Economy Development White Paper", the gap in high-end digital and intelligent compound talents in the manufacturing industry exceeds 4.5 million, and insufficient talent reserves have become another obvious bottleneck.

At present, enterprises generally face "triple obstacles" such as incompatible system architecture, unclear division of responsibilities, and lagging talent structure in the process of technology integration, which seriously restrict the collaborative efficiency and responsiveness of digital intelligence platforms. Its essence reflects two types of deep-seated mechanism imbalances: first, system heterogeneity leads to the failure of platform integration mechanism, making it difficult to achieve efficient connection between data and modules; second, the lack of

cross-departmental coordination mechanism caused by unclear organizational responsibilities makes platform application and business collaboration out of touch. The above problems urgently need to be systematically solved through unified architecture planning and collaborative governance mechanisms.

3.2 Process Rigidity and Structural Barriers

The lack of adaptability between processes and structures is one of the core and deep-seated problems that hinder the reconstruction of organizational capabilities. The standard processes, multi-level approvals, and bureaucratic control mechanisms that have been formed by enterprises for a long time appear to be extremely slow and rigid in the face of a digital intelligence environment with high uncertainty and dynamic task reconstruction. This structural rigidity limits the organization's responsiveness. As Hammer and Champy (1993) pointed out, if process optimization does not involve organizational reconstruction, it is easy to form a "process-structure mismatch."

China Mobile's launch of the intelligent reimbursement system, the original manual approval mode was still used, resulting in the intelligent system "only being able to input but not making decisions", and the approval path was not updated synchronously with the system optimization, eventually forming a pseudo-intelligent operation pattern of "old process + new system". The project subsequently sorted out and reengineered the business process and streamlined the process nodes to truly give play to the platform's agile response capabilities.

Currently, many companies still use a vertical organizational structure divided by function, which seriously restricts the data collaboration and task integration capabilities across departments. The combination of structural rigidity and process redundancy not only reduces decision-making efficiency, but also weakens the quality of collaboration, thereby eliminating the efficiency and agility advantages that intelligent technology should bring. Practice has shown that process reengineering cannot stay at the surface of "replacing labor with technology", but should achieve collaborative reconstruction in process logic and structural configuration. To this end, companies need to promote the transformation of organizational structure to a task-oriented and platform-based form to support the evolution of capabilities and dynamic response driven by intelligent technology.

In summary, the fundamental obstacles faced by enterprises in this link are: first, the rigid structure leads to a lag in the task response mechanism, which cannot adapt to new business needs in a timely manner; second, there is a gap between process reuse and system acceptance, making it difficult to effectively embed the intelligent platform in the existing architecture. This "double mechanism failure" has become the key to the linkage barrier between the organizational structure and the technical system.

3.3 The Adaptability Gap in Data Governance

In the process of organizational capacity reconstruction, data governance issues have increasingly become an "invisible structural shortcoming." Although enterprises have deployed multiple systems, problems such as inconsistent data standards, vague metadata descriptions, and chaotic authority division are widespread, which seriously restricts the release of data asset value.

When China Resources Land promoted digital construction, due to the decentralized systems and inconsistent calibers between the headquarters and its regional companies, there were multiple "versions" of the same indicators at different levels, affecting the accuracy of high-level strategic decisions. To this end, the company launched the "Master Data Governance" project to establish a unified data model, authority system and quality monitoring rules, thereby significantly improving the integration and efficiency of data. In addition, intelligent decision-making requires high-quality real-time data support, but most organizations have lagging governance rules and data responsible persons are absent, which easily leads to "governance vacuum" and "data islands".

Therefore, data governance is not only a technical integration issue, but also involves the coordination mechanism and cognitive consistency within the organization. Enterprises urgently need to build a governance system that integrates "data rights and responsibilities" to achieve standardized and sustainable data management through standardization, institutional solidification and process closure. The current dilemma is essentially reflected in two types of mechanism deficiencies: one is the process rupture mechanism caused by the fragmentation of data standards, which hinders the efficient circulation of the data chain; the other is the governance vacuum mechanism caused by the vague definition of rights and responsibilities, which weakens the supporting effectiveness of data assets in the evolution of organizational capabilities.

3.4 Misalignment of Talent Capacity Structure

The lack of talent structure and capability supply is a deep bottleneck that restricts the implementation of organizational reconstruction. Traditional job descriptions and capability models are centered on task division, which is difficult to match the demand for compound and cross-border talents in digital transformation. The "learning organization" theory proposed by Senge (1990) points out that organizations need to have the ability to

continuously learn and self-update in order to adapt to technological evolution.

In the process of promoting the "people-oriented" and intelligent manufacturing platform construction, Haier Group found that front-line employees lacked basic data cognition and process understanding when facing the new system, resulting in a platform utilization rate of less than 30%. The company then built a dynamic training mechanism of "capability portrait + micro-certification + project training", which significantly improved the adaptation efficiency between employees and the system.

Most companies still focus on output or attendance in their performance evaluation mechanisms, lacking positive incentives for digital skills, knowledge collaboration, and innovative behavior. According to the China Enterprise Digital Transformation Research Report (2024), nearly 60% of companies have not yet incorporated digital skills into the formal assessment system, and there is a clear gap between talent incentives and organizational transformation.

Therefore, organizations should work together in three aspects: job design, capacity building and incentive mechanism, build a closed-loop system of "task-skill-incentive", and promote the dynamic coupling of talent development and organizational capabilities. The fundamental reason for the current imbalance in talent allocation lies in the coexistence of the adaptation lag mechanism caused by job capacity mismatch and the growth feedback fracture mechanism caused by the imbalance of incentive structure, making it difficult for the human resource system to effectively support the collaborative evolution and capacity reconstruction of the organization.

3.5 The Nested Logic of Theoretical Basis and Mechanism Path

In summary, enterprises face multiple challenges in the process of digital transformation, such as technology integration, process structure, data governance, talent capabilities and cultural identity. These seem to be operational problems on the surface, but the root cause lies in the misalignment of the evolution mechanism of organizational capabilities in a dynamic environment. In order to systematically respond to the above challenges, this article will construct an organizational capability reconstruction path covering five major mechanisms: platform, process, data, talent and culture based on the two perspectives of dynamic capability theory and organizational evolution theory. Each mechanism is not proposed in isolation, but forms a dynamic nested structure of "perception-response-evolution" under the guidance of theoretical logic. The specific mapping relationship is shown in Table 3-1:

Table 3-1. Nested relationship between theoretical basis and mechanism path

Theoretical basis	Core logic keywords	Corresponding organizational capacity optimization mechanism	Mapping logic description
Dynamic Capabilities Theory	Sense - Capture - Transform	Technology architecture integration and platform optimization process agility mechanism	Platform integration is the prerequisite for sensing technology trends, and process agility reflects organizational capabilities and rapid response
Organizational Evolution Theory	Mutation-Selection-Preservation	Data governance and intelligent decision-making mechanism Talent adaptation mechanism	Data and talent, as key elements of variation, need to be selected and maintained in organizational evolution. Cultural mechanisms help enhance endogenous stability and evolutionary path dependence.

4. Path to Reconstructing Enterprise Organizational Capabilities Driven by Digital Intelligence Technology

In order to systematically respond to the organizational change needs brought about by the deep embedding of digital intelligent technology, this chapter will focus on the systematic reconstruction path of the organizational capabilities of enterprises driven by digital intelligent technology. Combining theoretical mechanism abstraction with typical enterprise practices, it proposes a collaborative optimization mechanism covering five dimensions: technical architecture, process and structure, data governance, talent migration, and cultural identity, striving to achieve the transition logic from "local change" to "system evolution".

4.1 Technical Architecture Integration and Platform Optimization Mechanism

Traditional enterprise IT systems generally have problems such as chimney-style architecture, module

fragmentation, and data segmentation, making it difficult to support cross-departmental and cross-scenario data linkage and intelligent scheduling. In order to promote the transformation of organizational capabilities to the "platform + intelligence" model, enterprises must reshape the foundation of the digital intelligence platform with "elastic architecture + intelligent collaboration" as the core.

Taking Huawei's construction of the "digital base" as an example, it follows the technical evolution path of "platform middle platform - microservices - edge collaboration". By building a unified data middle platform (FusionInsight), an intelligent decision engine (ModelArts), an API gateway and other modules, the "data-algorithm-business" ternary closed loop is realized. Through the "service registration-resource orchestration-intelligent scheduling" mechanism, the system supports the rapid launch, trial and error, and grayscale release of business modules, significantly improving the adaptability and resilience of the technology platform. The key mechanism design includes:

(1) Platform hierarchical structure: divided into the bottom support layer (database, middle platform), the middle service layer (API service, microservice registration), and the upper application layer (process orchestration, decision support) to achieve structured integration of technical resources and capability encapsulation;

(2) Orchestration engine mechanism: Supports different business modules to implement “dynamic connection - custom trigger - intelligent decision-making” based on rule-driven within the platform, enhancing process configuration and intelligent response capabilities;

(3) Elastic deployment strategy: Introduce containerized deployment and elastic scaling mechanisms to improve the stability and sustainability of the system during data fluctuations, business peaks, or application switching;

(4) Unified interface standards: Build a dual specification of "platform service catalog + technical interface manual" to achieve cross-system semantic consistency, data connectivity and process closed-loop integration.

Through the above mechanism, the enterprise technology platform is no longer a sole support, but becomes the infrastructure of organizational capabilities, achieving the transition from "technology support" to "capability generation".

4.2 Process Agility and Structural Flexibility Mechanism

Rigid processes and rigid organizational structures are inherent bottlenecks that restrict enterprises’ digital transformation. To achieve rapid task response, cross-departmental collaboration, and decentralized decision-making, enterprises need to build an agile process system and flexible structural mechanism with “event triggering—role decoupling—task flow” as the core features.

Taking JD Technology's "Intelligent Financial Platform" as an example, it transforms the traditional linear process into an "event-driven network process" based on a process engine. Specific mechanisms include: automatic triggering of process nodes based on business data, dynamic path recommendation, intelligent warning of abnormalities, and support for the "optimization while running" process evolution logic. In terms of structure, JD promotes a platform-based organizational structure of "middle office + front office + project team", with unified coordination of middle and back office resources, rapid response at the front end, and dynamic formation and dissolution of project teams based on business cycles. Key points of mechanism design include:

(1) Process modeling engine: Through the BPMN visual modeling tool, the process nodes, permission configuration and condition setting are graphically presented to improve the clarity and operability of process design;

(2) Role decoupling mechanism: Separate organizational functions from process execution logic, and achieve separation of rights and responsibilities and flexible node authorization by setting up a dual responsibility structure of "process owner + task owner";

(3) Process indicator monitoring system: Establish a monitoring closed loop around key response indicators such as process cycle, number of approval paths and exception rate to promote real-time optimization of process operation and performance feedback;

(4) Dynamic organization and scheduling mechanism: Based on process data and human resource pool, we build an “intelligent job matching + task scheduling platform” to achieve rapid task distribution and flexible allocation of human resources.

With the help of the collaborative nesting of technological tools and institutional arrangements, enterprises can achieve structural evolution from "bureaucratic rigidity" to "fluid collaboration" and improve process agility and structural resilience.

4.3 Data Governance and Intelligent Decision-making Mechanism

The efficient operation of intelligent systems depends on the support of high-quality data governance systems and dynamic intelligent decision-making mechanisms. Although many companies have built information systems, there is fragmented governance in terms of data standards, authority division, and data lifecycle management, resulting in "systems are there, but intelligence is not visible", which seriously restricts the improvement of organizational cognition and responsiveness.

Taking Haier Smart Home as an example, it has established a governance closed loop from basic data management to contextual intelligent reasoning by building a four-level structure of "main data center-label system-user portrait engine-intelligent recommendation platform". In terms of model usage mechanism, Haier adopts the "explainable recommendation model + feedback closed loop" method. User click, jump, stay and other behavioral data will be returned to the model warehouse in real time, triggering the "7-day update + 30-day retraining + quarterly evaluation" model tuning cycle to achieve dynamic optimization of model accuracy and scene matching. In order to achieve data-driven intelligent decision-making, enterprises need to build a dual-track integration system of "governance mechanism + algorithm mechanism" to promote the transformation of data resources into decision-making assets. Key design points include:

(1) Model hierarchical deployment structure: Based on technical complexity and business adaptability, it is divided into three types of structures: rule-driven model (rule cleaning, field standardization), lightweight AI model (fine-tuning for specific scenarios), and core algorithm engine (cross-business integrated application), to achieve hierarchical calling and module reuse of the model system;

(2) Tuning cycle mechanism: Build a closed-loop iterative process with "behavior feedback-deviation analysis-model reconstruction" as the core to ensure that the algorithm can achieve adaptive optimization and robust evolution as business scenarios change;

(3) Data responsibility system: clarify the responsibility interface of the three parties: “business responsible person – data product manager – AI engineer”, promote clear rights and responsibilities throughout the life cycle of data flow, controllable processes and evaluable results;

(4) Indicator monitoring panel: Establish a multi-dimensional indicator system covering data quality (accuracy, completeness), model performance (prediction accuracy, response latency) and intelligent efficiency (ROI improvement rate, scenario coverage), to enhance the visualization, quantification and sustainable optimization capabilities of the intelligent decision-making system.

The above mechanisms work together in the key links of data governance and algorithm execution, supporting organizations to achieve intelligent response and systematic upgrades in a dynamic environment.

4.4 Talent Adaptation and Capability Transfer Mechanism

The evolution of talent capability structure is the core engine of organizational capability transformation. The traditional job-oriented human resource system is difficult to cope with the requirements of the digital intelligence environment for complex and scenario-based capabilities. Organizations need to build a dynamic talent migration path through the mechanism of "task flow-capability identification-micro-certification-multi-incentives".

Taking Tencent's "talent ecosystem" as an example, it relies on the "project pool + task market + capability map + micro-certification" mechanism, and employees can engage in cross-project collaboration as 'task members', free from traditional job boundaries. The AI-driven "growth portrait" system will dynamically update the employee's capability map based on their task performance, collaborative records and learning behavior, and realize a closed-loop growth mechanism of "task drive-capability accumulation-certification incentive". The system design includes:

(1) Job profile and growth path map: Based on the three-layer capability structure of “basic skills – project skills – innovation potential”, we build multi-dimensional portraits for different positions and clarify the capability development stages and advancement paths;

(2) Task recommendation algorithm: Based on employee capability profiles and project task requirements, it achieves dynamic matching of “ability-task” to improve the efficiency of personnel allocation and job fit;

(3) Micro-certification mechanism: Instantly evaluate employees’ performance in task execution, platform course learning, and collaborative records, and generate traceable “growth certificates” to support capability evaluation and promotion decisions;

(4) Dual-dimensional performance and capability assessment system: Introduce dimensions such as “digital intelligence skill index” and “organizational contribution” into the annual assessment to achieve synergistic

incentives for performance orientation and capability growth.

This mechanism drives enterprises to transform from "human cost centers" to "human capital value-added units", promotes the assetization of talent resources and scenario-based configuration of task execution, and significantly improves the organization's adaptability and talent activity.

4.5 Digital Intelligence Culture Guidance and Identity Cultivation Mechanism

Cultural identity is a key pillar for the deep evolution of organizational capabilities. In the context of digital transformation, if the cultural layer is not updated synchronously, it will lead to a "fault" between technology deployment and employee cognition, making the organizational transformation superficial. An effective cultural mechanism should break through abstract concepts and build a cultural construction system with a full chain of "belief-cognition-behavior-motivation".

Taking Alibaba's "Cloud Ding Cultural Points Mechanism" as an example, it internalizes digital culture into a quantifiable behavioral incentive system: employees can obtain "Cloud Points" when using DingTalk for data collaboration, project collaboration, knowledge sharing, etc. The accumulation of points is directly linked to performance appraisal, promotion evaluation, and learning resource allocation, forming a closed-loop mechanism of "behavior-points-rewards". The system automatically outputs employee data culture behavior reports every quarter, and HR and line managers jointly conduct "cultural behavior review meetings" to achieve institutional feedback and recognition reinforcement. Cultivation paths include:

(1) Design of a cultural points model: Based on the three dimensions of “participation, transparency, and co-creation”, quantitative points are set, such as the number of weekly data dashboard sharing, the frequency of knowledge co-construction participation, and the rate of scenario co-creation plan submission, to form a behavioral measurement basis for organizational culture construction;

(2) Institutional embedding and incentive linkage mechanism: Incorporate cultural points into individual KPI assessments. Those with higher points rankings will have priority access to innovative project participation and personalized training opportunities, thus achieving positive incentives between cultural performance and career development opportunities.

(3) Mentorship and immersive training system: Establish a "digital intelligence culture mentor" position and regularly organize cross-departmental "scenario experience camps" to stimulate employees' cognitive transformation and cultural internalization through simulated practice, case co-creation and collective review;

(4) Emotional feedback and cognitive monitoring mechanism: Build an employee cultural feedback platform, regularly collect resistance points, fuzzy areas and cognitive biases, and form a "cultural cognitive risk map" to provide data support for subsequent cultural iteration and precise intervention.

The above mechanisms jointly build a multi-dimensional cultural cultivation system from behavioral guidance to cognitive shaping, prompting employees to shift from "passive adaptation" to "active co-construction" and achieve high-frequency resonance and deep integration between value identification, behavioral patterns and organizational strategies.

4.6 Summary and Path Linkage

The above five mechanisms are not isolated from each other, but constitute a systematic linkage path that gradually evolves from the "underlying foundation" to the "organizational core", reflecting the collaborative logic of reconstructing organizational capabilities driven by digital intelligent technology.

First, the technical architecture integration and platform optimization mechanism provides the infrastructure for organizational operation and is the "digital base" for capability reconstruction, laying the technical foundation for data flow, process automation and intelligent decision-making. Secondly, the process agility and structural flexibility mechanism are reshaped with the support of the platform to solve the problems of process delays and structural rigidity, establish an operating channel for task response and collaborative operation for the organization, and is the "functional scaffold" for capability generation. Thirdly, the data governance and intelligent decision-making mechanism uses unified data standards, intelligent models and governance rules to transform the data accumulated in the process into the organization's insight and judgment. It is the "cognitive engine" for the release and intelligent evolution of organizational capabilities. Fourthly, the talent adaptation and capability migration mechanism undertakes the needs of process operation and intelligent collaboration, improves the matching efficiency between personnel and systems through job reconstruction and capability certification mechanisms, and is the "behavioral carrier" for the effective execution and updating of organizational capabilities. Finally, the digital culture guidance and identity cultivation mechanism runs through the above mechanisms. Through value

consensus, behavioral incentives and cultural feedback systems, it is internalized into employees' self-drive and collective identity, and is the "spiritual core" for the sustainable evolution of organizational capabilities.

In summary, the five mechanisms together constitute the organizational capability evolution path from "platform support - process drive - data empowerment - talent support - cultural cohesion", forming a closed-loop system from bottom to top, internal and external integration, and factor coordination, to achieve systematic leap and dynamic adaptation of enterprise organizational capabilities.

5. Conclusion

His article proposes a three-stage analytical framework—technology embedding, structural adaptation, and capability evolution — to systematically reveal digital intelligence technology on the evolution of enterprise organizational capabilities. The study found that technology integration, process structure, data governance, talent adaptation and cultural identity are key challenges in the reconstruction of organizational capabilities. Only by achieving a deep integration of technical logic and organizational logic can enterprises break through the path dependence of capabilities and form an agile, collaborative and sustainable capability system. In the future, enterprises should take platformization, task orientation and cultural leadership as the core of their strategies, build dynamic adaptation capabilities for uncertainty, and enhance organizational resilience and competitiveness in a digital environment.

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