

Research on the Adaptive Matching of Enterprises and Operation Models in Different Development Periods

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Abstract: This article focuses on the issue of adaptive matching between enterprises and operation models at different development stages. Firstly, the characteristics of enterprises at different development stages were expounded, including the start-up stage, growth stage, maturity stage and decline stage. Then, the constituent elements and types of the operation mode were analyzed. Through theoretical exploration, the adaptive matching mechanism of enterprises and operation models in various development periods were deeply studied, and it was pointed out that appropriate matching can enhance the competitiveness of enterprises and promote sustainable development. Finally, strategies to promote adaptive matching are proposed, covering aspects such as strategic planning, organizational change and talent cultivation, aiming to provide theoretical references for enterprises to achieve the organic integration of operation models and development stages.

Keywords: The Period of Enterprise Development; Operation Mode; Adaptive Matching

1. Introduction

In today's business environment where globalization and digitalization are deeply integrated and competition is becoming increasingly fierce, enterprises are confronted with unprecedented challenges and opportunities for survival and development. The market environment is changing rapidly, consumer demands are becoming increasingly diverse and personalized, and technological innovation is accelerating. All these factors have made the development trajectory of enterprises no longer a straight line but present distinct phased characteristics [1]. The development of an enterprise is not achieved overnight but goes through different stages such as the start-up period, growth period, maturity period and

decline period. Each stage has its unique resource conditions, market position, competitive environment and development goals [2].

Meanwhile, the operation mode, as the core logic and approach for enterprises to create, deliver and obtain value, has a crucial impact on the performance and competitiveness of enterprises [3]. A suitable operation model can help enterprises make efficient use of resources, meet customer demands and stand out in the market. A mismatched operation model, however, may lead to waste of enterprise resources, low efficiency, and even a survival crisis [4].

However, at present, many enterprises lack a clear understanding of their own development stage when choosing their operation models. They often blindly follow the trend or copy the successful models of other enterprises, resulting in a mismatch between their operation models and development needs, which in turn affects the operational efficiency and market competitiveness of the enterprises [5]. For instance, some start-up enterprises overly pursue scale and standardization, neglecting their own resource limitations and market uncertainties. Eventually, they fail due to broken capital chains or lack of market recognition. Some mature enterprises, however, have gradually lost their competitive edge due to being overly conservative and failing to adjust their operation models in a timely manner to adapt to market changes. [6]

Therefore, in-depth research on the adaptive matching of enterprises and operation models in different development periods has significant theoretical and practical significance. From a theoretical perspective, it can enrich the theoretical system in the fields of enterprise strategic management and operation management, providing new perspectives and ideas for subsequent research. From a practical perspective, it can provide scientific guidance for enterprises, helping them choose appropriate

operation models based on their own development stages, and enhance their competitiveness and sustainable development capabilities [7].

2. Analysis of the Characteristics of Enterprises at Different Development Stages

2.1 Start-up Period

The start-up period is the initial stage of a company's birth, during which the enterprise is confronted with numerous unique challenges and characteristics. From the perspective of resources, start-up enterprises are usually small in scale and relatively scarce in resources, which is mainly reflected in multiple dimensions such as funds, talents and technologies [8]. In terms of funds, enterprises often rely on the entrepreneur's own funds, angel investment or government support funds, etc. The amount of funds is limited and the financing channels are relatively narrow. This makes enterprises need to be particularly cautious in the allocation and use of funds, and every penny of funds must be invested in the most critical links. For instance, many start-up technology enterprises will invest a large amount of funds in product research and development and technological innovation in the early stage, hoping to launch competitive products.

In terms of talent, start-up enterprises find it difficult to attract a large number of high-quality professionals. On the one hand, due to the low popularity of enterprises and the uncertainty of their development prospects, they lack the appeal to outstanding talents. On the other hand, enterprises also lack sufficient funds to offer competitive salaries and benefits. Therefore, the teams of start-up enterprises are usually small in size, and their members may hold multiple positions, requiring them to possess various capabilities and high flexibility. For instance, the founder of an Internet start-up may be responsible for product research and development as well as participating in marketing promotion and customer communication, among other tasks.

Technically, the products or services of start-up enterprises are often in the stage of exploration and trial and error. Although enterprises may have some innovative technological concepts or ideas, they will encounter various technical difficulties and challenges in the process of transforming these concepts into actual products

or services. The product may have problems such as incomplete functions and unstable quality, which require continuous improvement and optimization.

In terms of the market, start-up enterprises have low brand awareness and a small market share. Consumers lack understanding and trust in the products or services of enterprises, so enterprises need to spend a lot of energy on expanding the market and building customer relationships. Market promotion and marketing activities often face high costs and low conversion rates. For instance, a newly established consumer goods brand may need to enhance its brand awareness and attract consumers to try its products through extensive advertising campaigns, offline activities and other means.

In terms of organizational structure, start-up enterprises are relatively simple, with highly centralized decision-making power. Major decisions are usually made by entrepreneurs or core team members to enhance decision-making efficiency and flexibility. This organizational structure enables enterprises to respond quickly to market changes, but it may also lead to decisions lacking scientificity and democracy. For instance, in some start-ups, entrepreneurs may make decisions based on their own experience and intuition, lacking sufficient market research and data analysis.

At this stage, enterprises are confronted with a high degree of uncertainty. They may grow rapidly due to market recognition or fail due to various problems. According to statistics, most start-ups will face a survival crisis in the first few years after their establishment, and only a few enterprises can successfully get through the start-up period and enter the growth period.

2.2 Growth Stage

When entering the growth stage, a company's products or services are gradually accepted by the market, sales start to grow rapidly, and market share continues to expand. As business expands, enterprises need to increase resource input, including expanding production scale, recruiting more talents, and strengthening technological research and development, etc. The organizational structure has also gradually become more complex, with departmental division of labor and hierarchical management emerging to enhance operational efficiency and management levels. At this point, the management focus of enterprises has shifted

from flexibility and innovation in the start-up period to standardization and normalization. It is necessary to establish a complete system and process to ensure the stable development of the enterprise. Meanwhile, enterprises are under greater pressure from their competitors and need to constantly enhance their own competitiveness.

2.3 Maturity Stage

The mature stage is a stable phase in the development of an enterprise. At this stage, the market share of the enterprise reaches a relatively saturated state, and the growth of sales tends to level off. The enterprise's products or services have already formed a relatively stable customer base and enjoy a high brand awareness. The organizational structure is well-established, and the collaboration and communication among various departments are relatively smooth. The management system is also sound. However, the mature stage also means that enterprises are confronted with problems such as insufficient innovation drive and the breeding of bureaucracy. Due to the limited growth space in the market, enterprises need to seek new business growth points and maintain their competitiveness through product innovation, market expansion or diversified operations. Otherwise, the enterprise may gradually decline.

2.4 Decline Period

The recession period is the stage when a company's development declines. At this point, market demand is gradually shrinking, and the sales volume and profits of enterprises are constantly declining. The product or service may be outdated and unable to meet the needs of consumers. There may be problems such as chaotic management and low morale among employees within the enterprise. The organizational structure may become rigid and difficult to adapt to changes in the market. Enterprises are facing a survival crisis and need to take decisive measures to transform or restructure in order to seek new development opportunities. If adjustments are not made in time, enterprises may eventually exit the market.

3. Constituent Elements and Types of the Operation Mode

3.1 Constituent Elements of the Operation Mode

The operation model is mainly composed of

elements such as value proposition, customer segmentation, channel access, customer relationship, revenue sources, core resources, key business, important cooperation and cost structure. A value proposition is the unique value that an enterprise provides to its customers, solving their problems or meeting their needs. Customer segmentation involves dividing the market into different customer groups, and enterprises formulate corresponding marketing strategies for different segmented markets. Channel access is the way for enterprises to communicate with customers and deliver products or services. Customer relationship refers to the interaction and communication methods established between an enterprise and its customers. Income sources refer to the economic returns that enterprises obtain by providing products or services. Core resources are the key assets that enterprises rely on to conduct business, including human resources, technical resources, financial resources, etc. Key business is the core activity that an enterprise must carry out to realize its value proposition. Important cooperation refers to the cooperative relationship established by enterprises with other organizations to obtain resources or achieve complementary advantages. The cost structure refers to all the costs incurred by an enterprise in conducting business.

3.2 Types of Operating Modes

According to different classification criteria, operation models can be divided into various types. From the perspective of value creation, it can be classified into cost-leading operation models, differentiated operation models and centralized operation models. The cost-leading operation model emphasizes providing price-competitive products or services by reducing costs. The differentiated operation model focuses on providing customers with unique products or services to meet their personalized needs. The centralized operation mode focuses on a specific niche market and provides specialized products or services to customers in that market. From the perspective of business scope, it can be divided into single-business operation mode and diversified business operation mode. The single-business operation model focuses on products or services in a specific field. The diversified business operation model involves products or services in multiple different fields.

4. Adaptive Matching Mechanisms between Enterprises and Operation Models at Different Development Stages

4.1 Adaptive Matching of Start-up Enterprises with Their Operation Models

In the start-up stage, enterprises have limited resources and high market uncertainty, so it is suitable to adopt flexible and innovative operation models. In terms of the value proposition, the uniqueness and innovation of the product should be highlighted to address unmet demands in the market. Customer segmentation should be precise, focusing on customer groups such as early adopters and innovators who have a high acceptance of new products. The distribution channels can be chosen as online channels or niche channels to reduce the cost of market promotion. Customer relations should focus on in-depth interaction with customers, establishing close ties, and obtaining their feedback and suggestions. The sources of income may be relatively single in the early stage, mainly obtained through product sales. In terms of core resources, it is necessary to fully leverage the personal capabilities and network resources of entrepreneurs. The key business is the research and development and trial production of products. Important cooperation can involve establishing partnerships with suppliers, research institutions, etc., to obtain technical and resource support. The cost structure should be as streamlined as possible to avoid unnecessary expenditures. This operation mode can help start-up enterprises quickly explore the market and verify their business models under limited resource conditions.

4.2 Adaptive Matching of Growth-stage Enterprises with Their Operation Models

In the growth stage, enterprises need to expand their market share and achieve rapid growth. Therefore, their operation models should focus on scale and standardization. The value proposition should, on the basis of ensuring product quality, emphasize the cost performance and brand value of the product. Customer segmentation needs to be further expanded to cover a wider range of mainstream customer groups. The distribution channels should be diversified, including both online and offline channels, to enhance the market coverage of the

products. Customer relations should establish a complete customer management system, provide high-quality after-sales service, and enhance customer loyalty. Income sources can gradually diversify. Besides product sales revenue, income can also be increased by providing value-added services and conducting licensing business. Core resources need to be continuously accumulated and optimized, including the introduction of professional talents and the improvement of technical levels, etc. The key business is to expand production scale and improve product quality. Important cooperation can establish strategic partnerships with upstream and downstream enterprises to achieve resource sharing and complementary advantages. The cost structure should, on the premise of ensuring quality, reduce unit costs through economies of scale. This operation mode can support enterprises in the growth stage to expand rapidly and enhance their market competitiveness.

4.3 Adaptive Matching between Mature Enterprises and Their Operation Models

Mature enterprises are confronted with the challenge of limited market growth space and need innovation and diversified development. Therefore, their operation models should focus on innovation and collaboration. The value proposition should be constantly innovated, launching new products or improving existing ones to meet the constantly changing needs of customers. Customer segmentation can be further segmented to provide personalized products and services for different market segments. The distribution channels need to be optimized to enhance their efficiency and effectiveness. Customer relationships should be deepened to establish long-term and stable cooperative relations. Income sources can be achieved through diversified operations, entering related or unrelated fields to open up new income channels. Core resources should be constantly updated and upgraded to maintain technological leadership and advanced management. The key business is to carry out innovative activities and diversify business expansion. Important cooperation can be carried out with cross-industry enterprises to achieve industrial synergy and innovation. The cost structure should be reasonably controlled to avoid excessively high costs due to diversified development. This operation mode can help mature enterprises break through development

bottlenecks and achieve sustainable development.

4.4 Adaptive Matching of Enterprises in the Decline Period with Their Operating Models

Enterprises in the decline stage need to transform or restructure, so their operation models should focus on change and rebirth. The value proposition needs to be repositioned to seek new market opportunities and customer demands. Customer segmentation needs to be re-evaluated, with a focus on potential customer groups. The distribution channels need to be adjusted, eliminating inefficient ones and exploring new ones. Customer relationships need to be rebuilt and close contact with core customers should be maintained. Income sources need to seek new growth points, which may be achieved through selling assets, transforming into new businesses, etc. Core resources need to be integrated and optimized, with key resources retained and non-core resources divested. The key business is to carry out business transformation and reorganization. Important cooperation can be carried out with enterprises or investment institutions that have experience in transformation to obtain financial and resource support. The cost structure needs to be significantly reduced to lower operating costs. This operation mode can help enterprises in the decline stage achieve transformation and regain development momentum. The influence mechanism of soft product placement advertising presents a progressive relationship of "cognitive penetration → emotional connection → behavioral transformation". In the cognitive stage, the basic product cognition is established through scenario-based information. In the emotional stage, preferences are deepened through KOL demonstrations and community interactions. In the behavioral stage, decisions are made relying on immediate conversion paths and social proofs. The three stages reinforce each other, forming a closed-loop influence system.

5. Strategies for Promoting the Adaptive Matching of Enterprises and Operation Models at Different Development Stages

5.1 Strategic Planning Level

Enterprises should formulate clear development strategies and define the goals and priorities for different development stages. In the start-up

stage, the strategic focus lies in product innovation and market exploration. During the growth stage, emphasis should be placed on scale expansion and the increase of market share. During the mature stage, innovation and diversified development should be emphasized. During the decline period, one should actively seek transformation and rebirth. At the same time, the strategy should be adjusted in a timely manner in accordance with market changes and the internal situation of the enterprise to ensure the consistency between the operation mode and the strategic goals. In addition, enterprises should also conduct strategic analysis to understand their own strengths, weaknesses, opportunities and threats, providing a basis for the choice of operation models.

5.2 Organizational Change Level

As the enterprise develops, the organizational structure needs to be changed accordingly. During the start-up period, the organizational structure can remain simple and flexible. During the growth period, it is necessary to gradually establish departmental division of labor and hierarchical management. During the mature stage, it is necessary to optimize the organizational structure and enhance the collaborative efficiency of the organization. During the recession period, organizational restructuring should be carried out to streamline institutions and enhance the flexibility of the organization. At the same time, it is necessary to establish an organizational culture and incentive mechanism that ADAPTS to changes in the operation mode, encourage employees to innovate and change, and enhance their work enthusiasm and initiative.

5.3 Talent Cultivation Level

Talents are the key factor for the development of an enterprise. Enterprises should cultivate and introduce corresponding talents in accordance with the demands of different development stages. In the start-up stage, talents with innovative spirit and entrepreneurial ability are needed. During the growth period, talents with management capabilities and market expansion capabilities are needed. The mature stage requires talents with innovative consciousness and diversified development capabilities. During the decline period, talents with the ability to transform and change are needed. In addition, enterprises should also enhance the training and

learning of their employees, improve their comprehensive quality and professional skills, and provide talent support for the adaptive matching of the operation mode.

6. Conclusion

The development of an enterprise is a dynamic process, and different development periods have different characteristics and demands. As the core logic and approach of enterprise operation, the operation mode must be adapted to the development period of the enterprise in order to play the greatest role. Through theoretical analysis, we have delved deeply into the adaptive matching mechanism of enterprises and operation models at different development stages, and clarified the elements and types of operation models suitable for each stage. At the same time, strategies to promote adaptive matching were proposed, including aspects such as strategic planning, organizational change and talent cultivation. Enterprises should fully recognize the significance of the adaptive matching of different development periods and operation models. They should select appropriate operation models based on their own development stages and achieve the organic integration of operation models and development stages through effective strategies, thereby enhancing their competitiveness and promoting sustainable development. Future research can further integrate practical cases to deeply analyze the matching of operation models of enterprises in different industries at different development stages, providing more targeted guidance for the practice of enterprises.

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