Enterprise Informatization Project Management Mode under the Background of Digital Transformation

Ziling Wu[1], Shuang Zhang[2]

[1]*Hainan Vocational University of Science and Technology, Haikou, 571126, Hainan, China*
[2]*Ming University of Technology, Kunming, 650500, Yunnan, China*

Abstract: Digital transformation relies on the existing information internet technology and big data technology. The modern information technology represented by the Internet is developing rapidly. Digital transformation has become an important trend of the current enterprise development. Many enterprises recognize the development opportunities brought by digital transformation. At this stage, for enterprises to carry out digital transformation, it is necessary to clarify the opportunities and challenges brought by digital transformation and realize that it is a transformation and innovation of digital management. Under such a background, enterprises can achieve leapfrog development only by seizing the opportunity of development and clarifying the development direction of enterprises under the background of informatization. This paper analyzes how enterprises can realize the innovation of enterprise informatization project management mode under the background of digital development, embody the characteristics of standardized and scientific management development, and inject new vitality into the development of enterprises.

1. Introduction

Nowadays, the development of enterprises is facing brand-new challenges and changes. The informatization construction of enterprises has stepped out of the stage of single system. Most enterprises attach importance to the informatization construction and clarify the characteristics and trends of the current enterprise informatization development. In the exploration stage of enterprise digitalization, enterprises must make clear the transformation and innovation brought by digitalization, and the development characteristics and trends of enterprise in project management mode. To effectively promote the further development of digital project management, we should build a digital transformation strategic layout and implementation system with capability as the main line, and improve the collaborative innovation of data, processes, organizations, technologies, etc. within the enterprise.

2. Requirements of digital transformation on project management

The informatization project of an enterprise belongs to a type of cross departmental and cross

regional cooperative project. The concept of this project is proposed under the development of informatization, which reflects the overall project information management and solutions with certain pertinence, and can provide customers with more diversified services. At this stage, while digital skills are developing, more and more digital technologies are applied to project management, which reflects a multi-dimensional impact.[1] Under the background of digital transformation, information project management has higher practical standards and requires the implementation of project management. It is necessary to take the management practice content of the whole project cycle as the focus of management, and use the existing Internet technology and digital platform to determine the project management process and the project implementation management scheme. We should summarize and analyze the overall process and the details of relevant management work, collect data, and make the whole objective management more clear. In addition, digital transformation requires enterprises to have a good project management model. Because digital transformation is a long-term process, a series of management contents are designed to achieve the predetermined design goals through the realization of one small project after another. Under the large-scale framework of top-level design, the internal structure and functions of the enterprise are gradually improved and promoted. Only in this way can the project management mode further promote the success of digital transformation.

3. Problems of enterprise informatization project management mode

3.1. Matching between information technology application and strategic business needs

Enterprises overemphasize the progressiveness of information technology, or overemphasize the adaptation to strategy and business. This is an extreme development mode, but it is relatively difficult to achieve a balanced plan. Perhaps when enterprises develop informatization plans, they will often find a reasonable excuse. Under the strategic guidance of the company, there is also the "ultimate" process reorganization to strengthen the application of advanced management technology and information technology. However, if we pay too much attention to the progressiveness, expansibility, openness and other problems of management and information technology, and lack the actual needs of enterprise managers and business departments, these will hinder the implementation of the plan, and will lead to high-cost information investment in the implementation process, which cannot best meet the development of enterprises. Such information project management is inappropriate.[2]

3.2. Technology perspective evolution and plan finalization

Due to the current market environment in which most enterprises are located and the era of rapid development of information technology, there are many uncertain factors in the informatization plan. On the one hand, with the rapid development and continuous updating of information technology, the implementation speed of new functions has greatly exceeded the scope of the informatization plan. On the other hand, the development goals of enterprises change with the changes of the market. The market environment, business objectives, business processes and management of enterprises are all changing accordingly, which forces the content of enterprise informatization planning not to be complacent and conformist, and makes it very difficult to solidify the text and content of enterprise informatization planning.

3.3. Failure to effectively land project resources

In the process of enterprise project informatization construction, the project implementation process is a key process. In this process, a large number of human and material resources should be

invested to make it possible to proceed according to the established schedule. Many projects cannot be completed on time, mainly because of resource problems, such as insufficient resources, planning problems, production resource conflicts, etc. No matter how perfect a plan is, if there is no resource input, it will also lack the implementation of the project. For example, in the information construction, the management and implementation of information projects cannot be separated from professional information technology personnel, while in China, there is a lack of compound talents with a certain level of information technology and project management skills. In addition, the current project management personnel lack professional information technology and are unable to operate, operate and maintain the information system and its related software and hardware. At the same time, due to the operational errors of the operators, the data and information are distorted and damaged, and the staff lack experience and professional knowledge, resulting in the quality and efficiency of information management not reaching the desired level. These are potential problems in enterprise informatization project management. [3]

4. The necessity of strengthening the enterprise information project management mode

First, enterprises are faced with the problems of business process and data system construction. In the past, enterprises have no concept of project management. In the era of rapid development of information technology, information project management has been becoming more and more important. In the process of information project implementation, enterprises need in addition to technical support, but also to effectively manage the internal and external business resources, and strengthen their own control, improve the efficiency of project implementation, which also puts forward higher requirements for the implementation of enterprise information projects. First of all, the enterprise information project management mode needs to have a certain management ability, which is one of the necessary conditions for the success of project management. The project plan can generally define the functions of the whole system overall, and ensure the coordination of the system subsystems to ensure the efficient operation of the whole system.

Secondly, different enterprises are different in the aspect of information system construction. Therefore, it is necessary to formulate the corresponding management mode and process management work system according to different types of business scope, scale and different industry types; and realize these goals by improving the information management information system. In the product development stage, a perfect organizational structure system should be established to ensure the smooth operation of the information system. Information project management scheme can effectively restrict and guide various business departments and personnel, and realize efficient coordination with technical systems in the whole stage; and also enables enterprises to effectively communicate with external industry customers to meet customer needs and improve business performance. By building the core competitiveness of the industry to deal with the increasingly complex market environment demand and other factors, improve the comprehensive competitiveness of enterprises.

5. Suggestions on the construction of enterprise informatization project management mode

5.1. Building a reasonable informatization project management plan

Informatization project management is a relatively complex and systematic project, and the key is the cooperation between various departments. Any mistake in any link will have a great impact on the progress and effect of the whole project. How to carry out project management scientifically and reasonably is the precondition to realize information engineering project management. The information in the project is received and decided by different departments. The precondition for the smooth progress of project management is that process management has arranged the order for project

management. Project management informatization can make information and process become a scientific management, improve the efficiency of project management, and ensure the efficient operation of project management.

5.2. Completing the adaptability evaluation of the technical scheme

The applicability evaluation of information technology schemes is mainly reflected in the application of implementing units. Therefore, in the plan implementation department, the project manager must first evaluate the applicability of the implementation plan after receiving it. Through the evaluation of the project, it can be seen whether the project plan is consistent with the technical route of other projects. Whether the informatization project will affect the multi-level system engineering of the planning and implementation department, so that it cannot operate alone and must be combined with other projects. In the information system, if the technical routes of various projects do not match, the flow of information will be blocked and the information data will not be unified, thus forming an "isolated island" of information. In addition, the degree of integration between the project planning evaluation and the plan execution department is also one of the important evaluation criteria. Since the business department is the end user of the information system, the project scheme must provide business support for the future execution department, and combine it with the work procedures of the department to be executed to improve the business level in a planned way.

5.3. Improving the resource support system for project management and construction

In terms of human resources, enterprises can improve the comprehensive ability of employees by establishing a human resources database, so that employees can communicate and learn in different positions. When there is an emergency or a shortage of manpower, start the human resources database so that the staff of each department can support each other and ensure the smooth progress of work. In terms of equipment resources, when selecting software, we should focus on selecting software that can meet the development requirements, or establishing an associated information platform for multiple software. For example, Internet of things, remote monitoring and mobile phone software are all built in a complete life cycle. When selecting hardware technology, we should conduct a comprehensive and systematic analysis according to the actual needs of network services and database services, and select appropriate servers or corresponding interfaces according to the actual situation, which can not only meet the actual application requirements of users, but also effectively promote the development of information project management.

The enterprise informatization plan is not only completed by one department. An effective enterprise informatization plan requires all relevant departments to actively participate, jointly discuss objectives, optimize business architecture and determine application architecture. Among the participants, the company's senior executives played an important leadership role. The in-depth participation of senior management can better reflect the essence of the company's development and better implement it. In addition, project management involves business, logistics and other departments. In the management of each department, experienced, thoughtful and innovative talents should be selected from each department, so as to ensure human resource management.

5.4. Complete the comprehensive evaluation of the project construction

Enterprise internal information system is the basis of realizing enterprise informatization, and enterprise information system construction is an important part of project management. Before the start of the project, the objectives and requirements of the implementation of the information project must be clear to fully understand the actual situation of the system. Develop practical plans and

identify the project leader. In the planning stage, first of all, it is necessary to clarify the problems and solutions in the process of information project management, and formulate corresponding solutions. Secondly, it is necessary to continuously improve in the implementation process to meet the needs of enterprises, ensure the smooth and effective exchange of information, lay a foundation for the smooth follow-up implementation, and ensure the smooth implementation of the project. Finally, it needs to be clear what problems exist and what situations may occur in the project management process. And according to these problems to formulate the corresponding countermeasures, and finally determine the enterprise information project management mode and operation mode. These key points determine how the entire enterprise information system works, whether the project can be completed on schedule, and what role the departments will play in it.

Through the analysis and research of the problems existing in the traditional information project management, combined with the enterprise itself, the enterprise information project management mode is put forward. Through the design of the information project plan, the project objectives and tasks are clear, to make the information project management more scientific and effective, and to improve the overall efficiency of the information construction. By clarifying the organizational structure of the information project, the unified management of the project plan is realized. Through the project process reengineering, all departments can cooperate in the information system to ensure the smooth implementation of the project plan and the orderly work, ensure the traceability of the relevant project plan, reduce the capital investment, thus reduce the cost and improve the enterprise benefit. Information construction has become a major problem faced by the current strategic transformation of enterprises, but also puts forward new requirements for the realization of enterprise information construction. According to the upgrade of Internet technology and the transformation of the information system of the original enterprise system, which also puts forward high requirements for the completion of information projects. Attach importance to the original management ideas and methods and combine with the actual situation of the enterprise, formulate a feasible information project implementation plan and strict implementation, to ensure that the enterprise continuously realize its own value and obtain more benefits and social benefits.

6. Conclusion

To sum up, under the comprehensive background of digital transformation, enterprises need to clarify the key points of current informatization project management if they want to carry out informatization project management. Do a good job in the pre -, mid -, and post project management preparations, and build a sound project management plan. We should strengthen the effective use of resources and complete the evaluation of the project management adaptability scheme. Only in this way can we further lay a good foundation for the digital transformation of the enterprise and achieve the sustainable development of the enterprise.

References

[1] Liu H. Integration of informatization and standardization promotes digital transformation [J]. Construction enterprise management 2021;(03):78-80.
[2] Peng H. Countermeasures of enterprise informatization project management [J]. Information and computer (theoretical edition)2020; 32(07):197-198.
[3] Weng G. On the problems and countermeasures of enterprise informatization project management [J]. China new communications 2020;22(03):96