

Research on the Optimization of Coupled Government-Enterprise Relations of Chinese Platform Enterprises

Xinfan Huang

Shanghai Pudong Electronic Commerce Association, Shanghai, 201201, China

ABSTRACT

As the core carrier of the digital economy, the coupled relationship formed between platform enterprises and the government has become a key variable affecting high-quality economic development. Based on the coupling theory and collaborative governance theory, this paper defines the connotation of coupled government-enterprise relations of platform enterprises and its five core elements of "mission-strategy-organization-mechanism-value", analyzes the practical dilemmas of China's current government-enterprise relations of platform enterprises in terms of coupling motivation, coupling depth, coupling intensity and coupling effect, and proposes optimization paths from four dimensions: strategic orientation transformation, systematic coupling construction, long-term mechanism improvement, and shared value co-creation. It provides theoretical support and practical reference for building a new type of government-enterprise relationship with clear powers and responsibilities, efficient coordination, and co-construction and win-win results.

KEYWORDS

Platform enterprises; Coupled government-enterprise relations; Digital economy

1 Introduction

In the era of digital economy, relying on the integrated advantages of computing power, algorithms and data, platform enterprises have broken the boundaries between traditional markets, enterprises and governments, and become a collaborative organization integrating economic transaction coordination, production activity organization and digital infrastructure supply. This unique attribute makes the relationship between platform enterprises and the government no longer the traditional binary opposition model of "regulator-regulated", but a mutually dependent and dynamically interactive coupled relationship. China has proposed to "comprehensively build a proactive and clean government-business relationship", which points out the direction for optimizing the government-enterprise relations of platform enterprises. Currently, China's platform economy is in a critical period of transformation from high-speed growth to high-quality development. Behind problems such as unregulated capital expansion, unbalanced data governance, and fluctuating regulatory policies, there is essentially the imperfection of the government-enterprise coupling mechanism and the imbalance of the coupled relationship.

Existing studies have paid attention to the evolutionary trend of government-enterprise relations from "independent game" to "collaborative governance", and proposed a theoretical framework for coupled government-enterprise relations. According to two dimensions of core driving factors and government-enterprise connection attributes, Wang Xin divides coupled government-enterprise relations into nine types: systematic coupling, strategic partnership, long-term contract, value co-creation, transactional collaboration, market transaction, interest capture, relationship maintenance, and resource exchange (Wang Xin, 2022)^[1]. Sun Ming believes that government-business relations can be divided into four types: service-oriented, alienated, reciprocal, and predatory based on the two dimensions of "proactive" and "clean" (Sun Ming, 2024)^[2]. Zhu Ziluo et al. argue that the internal logic of government-enterprise coupling is the consistency of goals, role complementarity, benefit sharing and risk sharing between the government and enterprises (Zhu Ziluo et al., 2024)^[3]. Some studies focus on the regulatory coupling logic between platform enterprises and the government, emphasizing the importance of two-way interaction. Huang Dongya et al. studied the changes in the government relations organizations within platform enterprises and the development of government-enterprise relations (Huang Dongya, 2022)^[4], and Niu Zhiwei et al. proposed a two-way interaction path of "the government uses platforms to influence enterprise boundaries, and enterprises optimize government functions through platforms" (Niu Zhiwei et al., 2024)^[5].

However, there are still two deficiencies in the existing achievements: first, insufficient attention to the heterogeneity between platform enterprises and traditional enterprises, failing to fully reveal the special mechanism of government-enterprise coupling empowered by digital technology; second, the research on practical paths mostly stays at the macro level, lacking operable schemes combined with specific model innovations. Based on this, this paper, relying on the practice of China's platform economy development, systematically analyzes the optimization logic of coupled government-enterprise relations, and provides a new analytical perspective for solving governance problems.

2 Theoretical Construction of Coupled Government-Enterprise Relations of Platform Enterprises

2.1 Definition of Core Connotation

Coupled government-enterprise relations are a new type of relationship paradigm established on the basis of the

concept of openness and sharing, with government-enterprise interaction and cooperation as the core, where the government and platform enterprises are both independent and highly integrated. Compared with traditional government-enterprise relations, coupled government-enterprise relations of platform enterprises have three characteristics: first, the duality of coupling subjects. Platform enterprises not only perform market operation functions, but also provide quasi-public services through digital infrastructure, while the government transforms from a single regulator to an institutional designer and collaborative governor; second, the multidimensionality of coupling content, covering in-depth interaction in multiple fields such as policy formulation, data governance, industrial cultivation, and risk prevention and control; third, the win-win nature of coupling goals, pursuing the organic unity of enterprise innovation vitality, fair market order and social public interests.

2.2 Constituent Elements and Operating Mechanism

The effective operation of coupled government-enterprise relations of platform enterprises relies on the systematic and coordinated efforts of the five coupling elements of "mission-strategy-organization-mechanism-value". Each element performs its own duties and connects organically to form a complete operating system.

Mission coupling is the premise, requiring the government and enterprises to form consensus on core goals such as high-quality development of the digital economy and protection of national digital sovereignty, so that the core goals of the government and enterprises resonate in the same frequency. The government regards platform enterprises as strategic partners, while platform enterprises jump out of the single profit goal, take the initiative to integrate into national strategies, and assume social responsibilities such as data security, technological innovation, and empowering the real economy, laying a solid ideological foundation for coupling.

Strategic coupling is the direction, reflected in the dynamic adaptation between government industrial policies and the development strategies of platform enterprises; under the background of digital economy iteration, the government needs to formulate forward-looking policies, delineate compliance boundaries and guide platform economic enterprises to achieve high-quality development; platform enterprises take the initiative to connect with policies, dynamically adjust strategies to avoid unregulated expansion, and form a positive interaction of "policies guide strategies and strategies feed back policies".

Organization coupling is the support, constructing a collaborative carrier for the participation of multiple subjects through institutionalized channels; the government sets up cross-functional governance teams and builds communication bridges relying on industry associations; platform enterprises establish specialized government affairs departments, link up industry experts, third-party institutions, etc., and transform scattered interactions into orderly collaboration through joint working groups, regular meetings and other forms.

Mechanism coupling is the guarantee, covering specific institutional arrangements such as communication and coordination, resource allocation, and risk prevention and control; the communication mechanism builds regular dialogue channels to ensure the two-way transmission of demands between the government and enterprises; the resource mechanism realizes complementary advantages, where the government empowers enterprises through subsidies and data opening, and enterprises open technical resources to assist government governance; the risk mechanism establishes a joint prevention and control system to hold the bottom line of algorithm security and capital control.

Value coupling is the destination, realizing the simultaneous improvement of enterprise benefits, government governance efficiency and social welfare. Value coupling is the ultimate goal, realizing the unification of the values of enterprises, the government and society. Enterprises obtain stable policy expectations and development space, the government improves governance efficiency, and society enjoys the fruits of digital inclusion, breaking the zero-sum game and building a win-win and symbiotic value ecology, which provides motivation for the long-term development of the coupled relationship.

Its operating mechanism is manifested as a closed-loop cycle of "perception-adaptation-feedback": platform enterprises form new development needs through technological innovation and market practice, and the government adjusts policy supply based on the perception of governance goals and public interests; the two parties conduct interactive adaptation through institutionalized channels to optimize resource allocation and rule design; finally, take shared value creation as the feedback standard, continuously improve the coupling mechanism, and promote the relationship to evolve from low-level coupling to systematic coupling.

2.3 Analysis of Evolutionary Laws

Coupled government-enterprise relations of platform enterprises follow the evolutionary law of gradual upgrading from the initial stage to the optimization stage: the initial stage focuses on resource exchange and relationship maintenance, with low interaction frequency and weak coupling degree; the institutionalized stage forms multiple forms such as market transactions and transactional collaboration, and the interaction method turns to two-way feedback; the sustainable stage develops into strategic partnership and value co-creation relations, with participants expanding to multiple stakeholders; the optimization stage achieves systematic coupling, forming a collaborative governance ecology of multi-directional embedding and high-frequency interaction. Currently, China's government-enterprise relations of

platform enterprises are generally in a critical period of transition from the institutionalized stage to the sustainable stage, and the core task is to break through the limitations of single coupling and build a systematically coordinated coupling system.

3 Practical Dilemmas of Coupled Government-Enterprise Relations of Platform Enterprises in China

3.1 Instrumental Orientation Bias of Coupling Motivation

Government-enterprise coupling in some regions still stays at the short-term instrumental level: the government focuses on achieving immediate goals such as investment promotion and data statistics through platform enterprises, while enterprises regard government relations as a means to obtain policy preferences and avoid regulatory constraints, lacking long-term strategic cooperation consensus. This instrumental orientation leads to insufficient stability of the coupled relationship^[6], which is vulnerable to factors such as policy adjustments and personnel changes, resulting in dislocation phenomena such as "hot policies but cold implementation" or "enterprises are anxious but governments are slow". For example, some platform enterprises passively cooperate with supervision in data security governance, lacking the conscious awareness of taking the initiative to integrate into the national data strategy.

3.2 Simplification Limitation of Coupling Depth

Current government-enterprise coupling is mostly concentrated in superficial areas such as the implementation of regulatory policies, and there is insufficient systematic coupling on core issues: first, in the field of data governance, there are barriers between government data opening and platform data sharing, failing to form a collaborative governance pattern; second, in terms of industrial cultivation, there is a lack of in-depth cooperation between the government and enterprises in links such as technological innovation and talent training, and the ecological advantages of platforms and government policy resources have not been effectively integrated; third, in the field of risk prevention and control, the joint prevention and control mechanism for new risks such as algorithmic discrimination and unregulated capital expansion has not been improved, resulting in the coexistence of regulatory vacuums and governance overlaps.

3.3 Lack of Institutionalization of Coupling Intensity

The non-institutionalization of the coupling mechanism leads to insufficient interaction stability: first, the communication channels lack regular design, platform enterprises face the problem of "unsmooth paths" in expressing their demands, and the government's policy interpretation fails to reach enterprises in a timely manner; second, the resource allocation mechanism is imperfect, and platform enterprises lack reasonable compensation for the construction tasks of public welfare digital infrastructure, forming a dilemma of "tasks first, funds lagging behind"; third, collaborative governance lacks organized carriers, and multiple supervision and information fragmentation lead to prominent problems such as weak investment promotion coordination and scattered urban service resources.

3.4 Imbalance in Value Distribution of Coupling Effects

There is a "one-sided" tendency in the current distribution of coupling value: on the one hand, some platform enterprises obtain excess returns by virtue of market advantages and data resources, but fail to fully fulfill their social responsibilities, leading to the loss of public interests; on the other hand, the government overemphasizes regulatory constraints in the governance process, and insufficiently protects the innovation vitality of platform enterprises, and policy fluctuations affect the long-term expectations of enterprises. This imbalance in value distribution undermines the foundation of mutual trust between the government and enterprises and restricts the sustainable development of the coupled relationship.

4 Optimization Paths of Coupled Government-Enterprise Relations of Platform Enterprises in China

4.1 Promote the Transformation of Coupling Motivation from Instrumental Orientation to Strategic Orientation

Build a system of long-term strategic consensus between the government and enterprises: first, strengthen value identification, take the innovative development of the digital economy, data security guarantee, and promotion of common prosperity as the core missions of government-enterprise coupling, and form a value consensus of "balancing development and regulation"; second, strengthen strategic coordination, when formulating policies related to the digital economy and platform economy, the government fully absorbs the opinions of platform enterprises through industry associations, entrepreneurs' forums and other channels, while platform enterprises should take the initiative to connect with national strategies and integrate social responsibilities into their development strategies; third, establish a dynamic adaptation mechanism, regularly evaluate the effect of strategic coupling, and adjust cooperation goals according to technological changes and market changes.

4.2 Realize the Transformation of Coupling Depth from Single Coupling to Systematic Coupling

Build a multi-dimensional collaborative governance system: in the field of data governance, establish a data sharing list

between the government and platform enterprises, clarify the scope, standards and security norms of sharing, and promote the compliant circulation of public data and enterprise data; in terms of industrial cultivation, the government focuses on planning guidance and factor allocation, while platform enterprises focus on industrial investment and ecological construction, forming a collaborative closed loop of "the government sets the direction, enterprises implement, and the market verifies"; in the field of risk prevention and control, establish systems such as algorithm filing and data security review, and introduce a regulatory sandbox model to leave institutional experimental space for new formats. At the same time, drive the participation of multiple subjects such as industry associations and user groups to form a multi-governance systematic coupling pattern.

4.3 Strengthen Coupling Intensity from Case-by-Case Handling to Long-Term Mechanism

Improve the institutionalized guarantee system: first, build an organized communication carrier, cultivate intermediary organizations such as industry associations and industrial chain party building platforms, and realize the standardization and regularization of government-enterprise interaction; encourage enterprises to set up specialized government affairs departments, and promote the professional development of government affairs of platform enterprises through measures such as organizing continuing education and assessment of enterprise government affairs practitioners. Second, improve the resource compensation mechanism, implement list-based management for public welfare tasks undertaken by platform enterprises, and settle and compensate in a timely manner through financial subsidies and service purchases. Third, optimize the policy supply system, avoid the introduction of fragmented policies, build a policy support system covering the entire life cycle of platform enterprises, and improve policy stability and predictability. Fourth, establish an integrity and compliance mechanism, implement a positive and negative list for government-business interactions, and extend integrity requirements to the entire process of platform enterprise operations.

4.4 Promote Coupling Effects from One-Sided Interests to Shared Value

Build a value co-creation and sharing system: first, clarify the interest distribution rules, establish a value distribution mechanism based on contribution, and ensure the reasonable return of platform enterprises after assuming public responsibilities; second, strengthen the social responsibility of platform enterprises, guide them to fulfill their obligations in data security protection, algorithm fairness, labor rights and interests protection, etc., and incorporate social benefits into the enterprise assessment system; third, optimize the regulatory method, adhere to the principle of competitive neutrality, ensure fair competition among different types of platform enterprises, and reduce enterprise compliance costs through institutional innovation; fourth, establish a coupling effect evaluation system, conduct a comprehensive evaluation from multiple dimensions such as economic benefits, governance efficiency, and social welfare, and dynamically optimize the sharing mechanism.

5 Conclusion

The optimization of coupled government-enterprise relations of platform enterprises is an important part of the modernization of the national governance system in the era of digital economy. Through theoretical construction and practical analysis, this paper finds that this new type of government-enterprise relationship has the characteristics of dual subjects, multidimensional content and win-win goals, and its effective operation relies on the coordinated efforts of the five elements of mission, strategy, organization, mechanism and value. Currently, China's coupled government-enterprise relations of platform enterprises are facing practical dilemmas such as motivation deviation, insufficient depth, mechanism deficiency and value imbalance, which need to be optimized through four paths: strategic orientation transformation, systematic coupling construction, long-term mechanism improvement and shared value co-creation. In practice, with the continuous development of the digital economy, the coupling between platform enterprises and the government will continue to deepen. Only by adhering to the concept of collaborative governance, co-construction and sharing can we achieve the dual goals of healthy development of the platform economy and improvement of national governance efficiency.

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