Research on E-Commerce Trading System Market-Oriented Transformation Which Based the Value Co-Creation Theory

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Abstract: With the further acceleration of the digital transformation of energy state-owned enterprises, e-commerce platform, as an important starting point of the digital transformation of energy state-owned enterprises, is in urgent need of a comprehensive upgrade through the market-oriented transformation of the trading system. Based energy marketization of electric business platform trading system transformation necessity in state-owned enterprises, focusing on electric business platform supplier, Taipei, the value of the three major trading main body to create purchasing customers, play a leading role of typical cases and reference market head electric business platform trading mode innovation, market-oriented transition route of soe electric business platform, clear electric business platform trading pattern innovation focus, To innovate and build strategic paths, drive industrial units of provincial management to take value co-creation as the vision, and promote the digital, intelligent and networked development of e-commerce trading system.

Keywords: Energy State-Owned Enterprises, Value Co-Creation, Trading System, Transition to Market.

1 INTRODUCTION

In March 2021, China issued 《the 14th Five-Year Plan for National Economic and Social Development of the People's Republic of China and the Outline of Long-term Goals to 2035》, which clearly put forward the promotion of digital transformation. As an important scene of the digital transformation of state-owned energy enterprises, e-commerce platform's transaction mode is the core system to promote the integration of digital economy and real economy. Therefore, the market-oriented transformation of the trading system of the e-commerce platform of energy state-owned enterprises is crucial, which can effectively solve the pain points of the traditional industries in commodity trading, warehousing and logistics, processing and transportation, and promote the integrated development of capital flow, information flow and logistics. As the backbone state-owned enterprise in the energy industry, State Grid actively plays a leading role and takes the lead in the marketization transformation of the trading system.

2 NECESSITY OF MARKETING TRANSFORMATION

With the integration of energy revolution and digital revolution, it has become a general trend to cultivate a new digital ecology of energy through digital innovation. As an important starting point for the digital transformation of state-owned energy enterprises, the market-oriented transformation of e-commerce trading system is the only way to comply with the national "digital transformation" strategy, promote the integration of the digital economy and the real economy in the energy industry, and support the e-commerce of enterprise procurement transactions.

2.1 Key Measures in the National Digital Transformation Strategy

Under the guidance of the "Notice on Accelerating the Digital Transformation of State-owned Enterprises" issued by SASAC, the digitalization, networking and intelligence of energy state-owned enterprises are accelerated. As an important interaction scene of information flow, capital flow and logistics, e-commerce platform is the main front of digital transformation. At the same time, the Notice on Accelerating the Development of Industrial Internet further clarifies the necessity of turning the trading platform of state-owned energy enterprises into a trading platform, and promotes the iteration of the procurement trading platform from an information platform to a trading platform. It is imperative to enhance the trading service capability of the platform.

2.2 The Important Focus of Enabling Industry Chain Development

The energy industry and industrial products industry have the characteristics of upstream and downstream dispersion and large gap in individual scale, which brings the value space of deep link for platform transactions. The innovation of the trading system of the energy state-owned enterprises focusing on the e-commerce platform can further strengthen the cooperation between the platform and upstream suppliers, strengthen the downstream regional network layout, actively develop small and medium-sized enterprise customers, and leverage the business growth.

2.3 Important Way to Support Enterprise Procurement E-Commerce

Under the normal epidemic situation, purchasers will be more inclined to use online communication and procurement^[4], and enterprises' demand for e-commerce procurement continues to rise. As an important system for the e-commerce platform of state-owned energy enterprises to achieve procurement transactions, the trading system can provide basic support for the innovation and upgrading of the e-commerce platform through the integrated application of cloud computing services, big data and other emerging digital technologies, and further promote the deep integration of online and offline procurement services.

3 THE DRIVING FORCE OF VALUE CO-CREATION IN E-COMMERCE PLATFORM DEVELOPMENT

Value co-creation is an important guide for resource allocation in the new economic era, and an important mode to further promote the interaction of information flow, capital flow and logistics.

In the face of this, the provincial management industry e-commerce platform can be driven by value co-creation, deeply explore the interactive value of trading subjects, give play to the value of the platform, and realize the comprehensive innovation and upgrading of the trading system mode.

3.1 Value Co-Creation Connotation

Value co-creation is a joint process in which the platform and customers create value through interaction^[2]. It needs to realize the integration of knowledge-based resources or open resources. Its important feature is that it takes place in the context of the ongoing communication between suppliers and purchasing customers. When the e-commerce platform, purchasing customers and suppliers interact with each other to transfer value, the three will form a system to capture and meet the demand, so as to jointly create value.

3.2 The Driving Force of Value Co-Creation in the Market-Oriented Transformation of The Platform

Through value to create a vision, can further mining province tube industry electric business platform suppliers, procurement customers, ping island's three big trading subject between value creating, promote the expansion of platform trading service boundaries, with typical electric business platform in the value creating under the perspective of system innovation as the guide, for the province tube industry electricity market trading platform trading system to provide support.

3.2.1 Value Co-Creation is a New Force to Speed the Development of Platform.

The interaction of the provincial management industry e-commerce platform is embodied as follows: centering on the needs of downstream customers, it strives to form a community of interests between downstream customers and upstream suppliers. To achieve its purpose, value creating become province tube industry electric business platform for further innovation platform system mode, expand the platform service boundary important claims^[3], by providing products, services and solutions to coordinate the supply chain of each link, to achieve the sharing of information, capital and logistics form business ecosystem, contribute to various stakeholders coevolution, Achieve the goal of the development and growth of the entire business ecosystem.

3.2.2 Market Cases as New Force to Guide the Development of Platform.

At present, studies on value co-creation are mainly focused on purchasing customers and suppliers, and service leading logic and purchasing customer experience logic respectively emphasize the leading role of suppliers and purchasing customers in value co-creation (Jian, Xiao, 2015). As an important participant in the value co-creation mode of e-commerce platform, the provincial management industrial e-commerce platform can not only eliminate consumption barriers, but also build the interaction channel between purchasing customers and suppliers, and ultimately promote the customized production of suppliers. Therefore, the demonstration and leading role of typical e-commerce platforms should be further given play, and the exploration and practice of mainstream e-commerce platforms under the perspective of compact value co-creation should be summarized, so as to provide reference for the comprehensive upgrade of the trading system of provincial e-commerce platforms.

4 BASED ON THE PERSPECTIVE OF VALUE CO-CREATION, THE ANALYSIS OF TYPICAL DEMONSTRATION CASES

Create a less focus on the platform based on the value of the status quo, the province tube industry unit to market-oriented industrial electricity head platform, market-oriented transformation completed state electric business platform for the demonstration of typical cases and analysis of its value to create a trading system under the perspective to explore, for the province tube industry electricity trading platform trading patterns of innovation.

4.1 Case on the Innovation of Market E-Commerce Platform Trading System

Focusing on the exploration of the trading system mode of Zhenkunxing, Jingdong Industrial Products and Alibaba Industrial Products Station, the three leading platforms of market-oriented industrial products e-commerce in the perspective of value co-creation, it provides guidance and reference for the innovation and upgrading of the trading system of provincial management industrial e-commerce platforms.

4.1.1 Zhenkunhang Supermarket.

Based on the perspective of value co-creation, Zhenkunhang finds the pain points of MRO industry, realizes the platform transaction mode innovation with "perfect customer experience" as the core, and enhances the user's stickiness on the platform with intelligent services.

Intelligent solutions with suppliers and purchasing customers realize the value of creating. Relying on the one-stop online procurement platform, through product optimization, online intelligent warehousing management, information technology and data capabilities, technical services and other service solutions, to provide data resource support for suppliers, to provide intelligent solutions for purchasing customers.

Strong organizational support make online supply chain integration possible. Design risk control system, independent logistics system, regional service center and talent team four support systems. Through the combination of e-commerce and intelligent hardware, Internet to the Internet of things application, to solve the customer's one-stop procurement needs, on-site technical services and personalized logistics needs, to achieve the value of the whole chain of the supply chain partners.

4.1.2 Jingdong Industrial Products.

Jingdong create financial solutions and activate supply chain service value. Based on years of accumulation in the field of supply chain management, JD provides financial solutions for upstream suppliers, core enterprises and downstream vendors to achieve complete supply chain coverage, that is, to provide factoring services for upstream suppliers. For core enterprises, there is payment settlement (Ding, Zhan, 2021); For downstream sellers and end customers, there are a variety of credit products; For the warehouse transportation links, including chattel mortgage and freight factoring, the multi-dimensional financial services are used to achieve the aggregate management of the capital flow in the supply chain, forming a mutually beneficial and sustainable development of the supply chain financial ecosystem.

4.1.3 Alibaba Industrial Product Station.

From the perspective of value co-creation, Alibaba Industrial Product Station uses big data to segment customers and provide data services to realize its own value.

Segment procurement customers, pass "experience value". Alibaba Industrial Products Website collects purchasing customers' data on the e-commerce platform, and analyzes each user's search content, product browsing details, length of stay on the page, compared products and last purchased products by establishing an individual identification model. Furthermore, differentiated precision marketing can be carried out by identifying the needs and preferences of purchasing customers.

Provide data services, pass to suppliers "demand information value". Based on the massive data accumulated by Alibaba's industrial product website, through multi-dimensional analysis of transaction time, commodity price, transaction quantity, enterprise type and other information, the "demand information value" is conveyed to suppliers (Yan, He, 2017), and the business advisory board is created for suppliers to provide business analysis, market conditions, special tools and other services. Assist suppliers in market positioning, sales planning, investment planning, production planning, capital demand planning and other activities, effectively allocate capacity and reduce inventory.

4.2 Case on the Market-Oriented Transformation of State-Owned Enterprises' E-Commerce Platforms

Focusing on Datang Electronic trading platform and Epaike Industrial products e-commerce platform, two state-owned industrial products e-commerce platforms in market transformation, this paper analyzes their successful advanced experience in market transformation from the perspective of value co-creation, so as to provide reference for the market-oriented transformation of the provincial management industrial e-commerce platform trading system.

4.2.1 Datang Electronic Trading Platform

Datang e-commerce platform focuses on the value co-creation between suppliers and platforms, as well as between purchasing customers and platforms, and standardizing the trading behaviors of various procurement subjects through the procurement management system.

To optimize supplier evaluation system, reconstructing value idea of cooperation. Through the management platform, Datang e-commerce platform comprehensively establishes supplier files, combines daily management with annual assessment, and strengthens the management of supplier performance evaluation and bad behavior. According to the evaluation results of suppliers, suppliers shall be managed by classification, forming three types of suppliers: registration, access and strategy, and building a first-class supplier system featuring high efficiency, high quality, mutual trust, cooperation and win-win results.

Improve purchasing management system, implementation of accurate monitoring. While strengthening the construction of the procurement supply chain system, Datang e-commerce platform constantly improves the procurement management system, builds the "big supervision" system, builds the procurement supervision system, implements the procurement supervision through the combination of online and offline, and escorts the standardized operation of procurement at all levels.

4.2.2 EPEC Industrial platform

EPEC Industrial products e-commerce platform further integrates the digital intelligence supply chain by focusing on all transaction subjects in the supply chain and multi-dimensional creation of the value of EPEC platform, and at the same time realizes the innovation and upgrade of the platform trading mode.

Focused on the subject value of supply chain to create, to realize the end-to-end chain cover. Strengthen the internal and external coordination of the supply chain, promote the real-time, transparent, interconnected and traceable links of the supply chain including demand planning, bidding and procurement, manufacturing management, quality inspection, warehousing and distribution, logistics and delivery through digital technology, and improve the flexibility of the supply chain.

Further play electric business platform value, promote the closed-loop management of intelligent operation. Show the business situation in real time through the operation Kanban, perceive, monitor, discover and solve the problems from suppliers, manufacturing, products, transportation and customers in 360 degrees, and truly realize the improvement of efficiency, create value and form a new digital supply chain.

4.3 Summary of Typical Paths

Based on value creating perspective, kun line, jingdong industrial goods, alibaba industrial stand three market head platform trading pattern innovation to upgrade, and datang electronic trading platform, easy to send the guest industrial advanced experience of the two energy platform market-oriented transformation of state-owned enterprises, further defined the province tube industrial electric business platform trading pattern innovation point.

4.3.1 Focus on the Behavior of Trading Entities, Empowered by Emerging Digital Technologies.

The three major trading subjects of e-commerce platform are suppliers, purchasing customers and platforms. Through the multi-dimensional application of five digital technologies of "cloud, large, material, mobile and intelligence", behavioral data of trading subjects can be further collected and value co-creation among platform, purchasing customers and suppliers can be continuously explored.

4.3.2 Build a Business Ecosystem Driven by Service Model Innovation.

Connect upstream and downstream enterprises through the platform mode, connect the supply and demand of high-quality products, solve the industry pain points, reconstruct the supply chain, and bring connection dividends for all links of the supply chain; Platform in order to increase the viscosity and improve the comprehensive competitiveness platform, realizes the integrated service providers to shift, platform enterprises need through data services provide decision-making basis for the production and sale of the upstream enterprise and downstream of the intelligent by providing solutions to help customers improve the efficiency of procurement and management, so as to improve the structure of the whole supply chain, the formation of business ecosystem, Facilitate the co-evolution of various stakeholders.

4.3.3 Quantify the Value Dimension of the Platform under the Guidance of Building a Value Diagnosis System.

In the perspective of value co-creation, the value creation of purchasing customers and the scope and depth of the operation of the e-commerce platform are the core control points for the continued development of the overall competitiveness of the platform, which will provide important guidance for the continuous innovation and upgrading of the platform trading mode in the future. Due to differences of platform development orientation, evaluation value to create dimension index is difficult to standardize, therefore, should be according to the different links of electric business platform service interaction, degree of purchasing the diversification of customer needs, platform, resources integration and synergy mode, value to create a platform for the operation mechanism, internal output value of the actual effect, etc., every business sectors build platform value diagnosis model, Quantification of platform value enhancement degree to enhance market value.

5 E-COMMERCE PLATFORM TRADING SYSTEM MARKET TRANSFORMATION STRATEGY PATH

Province electricity pipe industry trading platform as a national power grid in the digital transformation, the number of supply chain to build, and the important fulcrum of purchasing electricity, to create a platform for value, innovation make target three big pillar + + security level, build a trading system innovation path can be born, realize marketization of trading system transformation and upgrading.

5.1 Target Layer: Create a Whole-Domain E-Commerce Service Trading System with Value Co-Creation as the Core

In order to effectively ensure the realizability of goals and the landing of strategic paths, three principles will be followed when setting goals for the provincial management of industrial ecommerce trading system, namely, basing on the existing development goals of enterprises, realizing the value co-creation of transaction subjects, and expanding the trading service boundary of the platform.

5.1.1 Based on the Existing Development Goals of the Enterprise.

As an important carrier of the industrial product e-commerce platform of the State Grid, the provincial Management industrial e-commerce trading platform takes "one body and four wings" as the strategic layout, and aims to build an internationally leading energy Internet with Chinese characteristics. At the same time, the existing services of the provincial management industry e-commerce trading platform are mainly focused on the matchmaking of deals, and the initiative ability of upstream and downstream services needs to be further enhanced.

5.1.2 To Realize the Value Co-Creation of the Transaction Subject.

Focusing on the trading behaviors of suppliers, platforms and purchasing customers, on the basis of behavioral data collection, new digital technologies such as big data and artificial intelligence are used to deeply explore the demands of existing trading behaviors on platform capabilities and platform services, and further optimize the platform trading system.

5.1.3 Expand the Trading Service Boundary of the Platform.

To build a digitalized and intelligent online and offline full business chain and all-field e-commerce service trading system, and further expand the platform's trading service boundary while improving the ecological chain's all-field operation service capability.

5.2 Pillar Layer: Subject Supervision + Service Expansion + Value Diagnosis

From the perspective of value co-creation, transaction subject supervision, service model expansion and platform value diagnosis of the provincial management of industrial e-commerce trading platform are taken as the pillar layer to form an iterative update closed loop of value co-creation.

5.2.1 Implement Whole-Process Supervision of Trading Subjects with Digital Technology.

In order to collect and analyze the behavior data of suppliers, purchasing customers and platforms in purchasing transactions, the provincial management industrial e-commerce platform further integrates digital technologies such as the Internet of Things, blockchain, big data and artificial intelligence to realize the supervision of the whole process of transaction subjects.

Suppliers: deepen the digital technology application, optimize the whole life cycle of supplier behavior regulation. Supervise the whole process of production, shelving, bid response and contract performance at the contract execution stage of suppliers by placing intelligent sensors, dynamic video surveillance and other means. Carry out equipment supervision, supervision and inspection in the production and manufacturing links of suppliers, carry out actual quality supervision and service guarantee supervision in the suppliers' standard compliance links, and carry out material delivery, acceptance, installation, use and performance evaluation in the suppliers' performance links, so as to realize the evaluation and assessment of the whole life cycle.

Purchasing customers: relying on the platform of information transparency, implement purchasing customers whole process behavior regulation. In the stage of customer demand submission, set up a clear demand submission system, online record material product parameters, service product effects and other requirements, and a review team composed of industry experts and purchasing leaders, online approval and confirmation of purchasing customers' procurement information such as purchasing plan, budget limit and autonomy. In the stage of evaluation and performance of the contract, actively urge the purchasing customers to evaluate the products and services that have completed the performance of the contract in the form of online reminder, so as to realize the responsibilities and norms of conduct of the whole subject of the procurement process.

Flat Taipei: according to the historical transaction data, fine electric business platform trading behavior regulation. Based on the historical purchase and sales data of the platform and combined with the current market situation, the change trend of purchase price, supplier storage and logistics price is analyzed to ensure that the transaction price is within the normal floating range and prevent suppliers from hoarding goods and raising prices. At the same time, the procurement frequency and submission times of procurement requirements of purchasers are monitored, and abnormal purchasing behaviors of purchasers are warned to effectively

regulate procurement transactions on the platform.

5.2.2 The Expansion of Platform Service Mode with Comprehensive Solutions

Basic services: intelligent procurement services + procurement solutions. Firstly, smart purchasing service. Statistics based on the historical data of enterprise procurement, the company yearly/quarterly/monthly purchasing directory, through the provincial electricity pipe industry big data intelligent analysis of trading platform, to provide enterprise procurement intelligence comparison, smart reminder, intelligent early warning, AI intelligent assistant, suppliers, intelligent risk control and so on many AI intelligent, drive enterprise procurement business each link intellectualization. Secondly, procurement solutions. Based on the procurement needs of enterprises, control the key links in the process of requisition, ordering, arrival, warehousing, billing and settlement, optimize the purchase price and quantity, track the implementation of the procurement progress, reduce the procurement cost, avoid the procurement risk, ensure the supply of materials, and assist enterprises in the overall management of the procurement process.

Value-added services: the financial guarantee services + energy solutions. Firstly, financial guarantee service. According to the results of big data analysis, the credit and financing limit of the enterprise is judged to ensure that the financing and factoring amount of the platform is in line with the situation of the enterprise and the capital is controllable. Further, the provincial management of industrial e-commerce trading platform can cooperate with banks and financial guarantee institutions to build a supply chain financial service platform, transform the platform data into the credit line recognized by banks and financial guarantee institutions, and then complete independent approval and loan issuance. At the same time, relying on the huge customer resources of energy state-owned enterprises, we reach cooperation with commercial factoring companies and apply for commercial factoring services with the guarantee of business documents. Secondly, energy solutions. As an e-commerce platform for industrial products in the national grid system, the Provincial Management Industry e-commerce trading platform can rely on the frontier interpretation of the energy and power industry by the State Grid to provide value-added services such as power and energy industry analysis, power saving transformation, power consumption data analysis and customized comprehensive energy solutions.

5.2.3 Realize the Value Diagnosis of E-Commerce Platform with Multiple Evaluation Dimensions.

In the context of the dynamic and complex Internet era, in order to further realize the "1+1>2"overall value added effect, provincial management of industrial e-commerce trading platform to establish a value diagnosis system, screening supply chain synergy value, platform trading value, market expansion value as an important measurement dimension, to provide diagnostic suggestions for platform value enhancement.

Collaborative supply chain value: save electricity pipe industry trading platform of the trading main body in the supply chain upstream and downstream business activities have close correlation value, therefore, resources integration and service interaction value are two important dimensions of supply chain collaboration. Firsty, value of resource integration: expanding business channels + acquiring actual resources. Resource integration is an important index to realize professional and diversified business activities of upstream suppliers

on the platform and to measure the actual effect of supply chain collaborative value output. Therefore, the provincial management of industrial e-commerce trading platform can use the resource integration value as a diagnostic node to evaluate the practical effects of expanding the types of business channels and enriching access to resources in the supply chain synergy value function block of the provincial management of industrial e-commerce trading platform, guide and constantly update various value-added services of the research and development platform. To realize the collaborative operation of each participant's own advantageous resources and the high-quality resources of other participants, and promote the value creation of the provincial management industrial e-commerce trading platform. Secondly, service interaction value: service type + service interaction promotion. The platform, upstream suppliers, downstream procurement customer service interaction behavior, interaction dimension, interaction frequency and other indicators are the direct embodiment of the evaluation platform supply chain collaboration value. Therefore, the service interaction value can be used as the diagnostic node to evaluate the actual effects of the improvement of service mode and the promotion of service interaction process of the provincial management industrial e-commerce trading platform, so as to bring more high-quality products and services to the platform and further meet the differentiated demand experience of customers.

Platform trading value: save electricity pipe industry trading platform as a national power grid in important exploration of industrial electric business platform, promote the platform transaction value is to speed up purchasing online, accelerate energy industrial electric business platform for the development of important measures in state-owned enterprises, and product innovation, the economic benefit is an important dimension of measuring platform trade value. Firstly, product innovation value: product service quality + product performance improvement. Through product creative planning, business process reengineering, process improvement and other ways, to constantly improve the product performance of the platform's core business links is a key move to ensure the quality of the platform's products and services. Therefore, product innovation value can be used as a diagnostic node to evaluate the practical effects of enhancing product service quality and improving product performance in the platform transaction value function block of the provincial management industrial e-commerce platform. Secondly, economic value: Profitability + cash flow. The e-commerce platform can adopt the operation mode of the whole network channel to improve the efficiency of operation management, obtain resources more efficiently through the value co-creation activities of trading subjects in the platform, and continuously improve the business link of the value cocreation process of the platform through effective information feedback and business data, so as to realize the next stage of platform value added. Therefore, the economic benefit value can be used as the diagnostic node to evaluate the practical effects of the provincial management industrial e-commerce platform in the trading value function block of the platform, such as improving profitability and accelerating capital turnover.

Market value: the province tube industry electric business platform is focused on the key business activities of the industrial products of the Internet, according to the platform operation mode to integrate business processes, and to create a link with the value of associated nodes matching, improve the overall competitiveness. At the same time, the platform should be based on the perspective of value co-creation, realize multi-party cooperation, establish an open, open, inclusive and fair value co-creation operation system, and maximize the economic benefits of the platform. Therefore, the market expansion value can be used as the diagnostic node to

evaluate the practical effects of improving market competitiveness and expanding the operation scale of the platform transaction value function block of the provincial regulated industrial ecommerce platform.

5.3 Guarantee Layer: Build Data System and System Functions

Province tube industry electric business platform to build the data system and development system module as the support, by digital technology such as large data calculation, artificial intelligence, provide for the customer to choose, logistics and financial and other one-stop service procurement solutions, implementation in whole life cycle of electric business platform for the trading main body behavior management digitization, automation, intelligent, Thus, the service quality of the platform trading mode can be improved, as shown in the figure below.

5.3.1 Multi-Source Data Input

In order to avoid over-reliance on a single data source, which may cause invalid analysis, multisource data such as platform transaction data, industry professional database, supplier and purchasing customer referral data can be introduced, and cross-verification mechanism between different data sources can be established.

5.3.2 Iterative Data Model

In order to realize the value of data analysis, e-commerce platforms need to continuously iterate data models, especially data statistics and comparison of the same category, category price calculation, procurement demand forecast, etc.

5.3.3 System Module Function

Through big data technology, platform service functions such as standardization of commodity management, intelligent product selection and procurement plan formulation, intelligent contract performance and delivery, and intelligent evaluation can be realized.

6 CONCLUSION

This paper makes an in-depth interpretation of the necessity of market-oriented transformation of the trading system of the current state-owned energy e-commerce platform, focuses on the innovation and upgrading of the trading mode of the e-commerce platform from the perspective of value co-creation, summarizes the innovation of the trading mode of the typical e-commerce platform based on the value co-creation theory, and builds a three-level strategic path of "goal + support + guarantee". Implement the digital, intelligent and networked development of the trading system of the provincial management industry e-commerce trading platform. Follow-up, the province tube industry electricity trading platform can be around existing state grid strategic path, and actual operations platform needs, continuously optimize platform trading system mode, boost the electricity province tube industry in the comprehensive upgrade of the trading platform at the same time, for other energy electric business platform the market-oriented transformation of state-owned enterprises provide reference path.

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