



**NATIONAL STANDARD OF THE
PEOPLE'S REPUBLIC OF CHINA**

GB/T 45341-2025

Digital transformation management - Reference architecture

数字化转型管理 参考架构

Issued on: February 28, 2025

Implemented on: June 1, 2025

**Issued by: the State Administration for Market Regulation,
Standardization Administration of the People's Republic of China**

Table of Contents

1 Scope	1
2 Normative references	1
3 Terms and Definitions	1
4 Overall Framework	4
5 Main perspectives	5
5.1 General	5
5.2 Development Strategy	6
5.3 Business Innovation and Transformation	7
5.4 New Capabilities	9
6.1 General	12
6.2 Development strategy process linkage method	13
6.3 Business Innovation Transformation Process Linkage Method	14
6.4 New Capability-Process Linkage Method	16
6.5 Governance system process linkage method	17
6.6 Systematic Solution Process Linkage Method	18
7 Development stages and levels	19
7.1 Overview	19
7.2 Development Stage	20
59 Reference	63

Foreword

This document is in accordance with the provisions of GB/T 1.1-2020 "Guidelines for standardization work Part

1. Structure and drafting rules for standardization documents" Drafting. Please note that some of the contents of this document may involve patents. The issuing organization of this document does not assume the responsibility for identifying patents. This document was proposed by the Ministry of Industry and Information Technology of the People's Republic of China. This document is under the jurisdiction of the National Technical Committee for Standardization of Information and Industrialization Integration Management (SAC/TC573). This document was drafted by: Beijing Guoxin Digital Transformation Technology Research Institute, National Industrial Information Security Development Research Center, Dianliang Zhihuike Technology (Beijing) Co., Ltd., Zhongguancun Information Technology and Real

Economy Integration Development Alliance, China Aviation Technology International Holdings Co., Ltd., China CRRC Corporation Limited, Shenyang Blower Group Co., Ltd., China Communications Construction Group Co., Ltd., China Dongfang Electric Corporation, China Communications Information Technology Group Co., Ltd., China Energy Group Guoneng Information Technology Co., Ltd., China General Nuclear Power Group Co., Ltd., Nam Kwong (Group) Co., Ltd. (China Nangang Group Co., Ltd.), State Grid Corporation of China, China Rongtong Asset Management Group Co., Ltd., China Jia Boyu, Cheng Guoxing, Yang Zhen, Liu Fei, Qiu Hongli, Gao Lingyan, Zhang Xingliang, Zhang Jianfeng, Liu Yanhong, Yu Yanxue, Li Baoping, Li Wenjun, Xu Xiancai, Yang Songgui, Chen Guoxiang, Xin Chaobo, Chen Yidong, Liu Lu, Haohan, Wang Yicheng, Wu Lizhong, Wang Weilong, Wang Xia, Qi Liang, Cao Yu, Wu Peifang, Wan Ming, Wu Qichun, Wang Liangzhong, Zhang Xiao, Wang Jingheng, Shao Zehua, Xu Yanlin, Zhang Wei, Yang Liu, Sun Wenliang, Qi Kai, Ren Shenlong, and He Liutao.

A new round of scientific and technological revolution and industrial transformation is developing rapidly. The world is in a great transformation from the industrial age to the information age. The development of the global material economy has entered the stock stage from the incremental stage, and the rigid constraints of resources, energy and environment are becoming increasingly stronger. In-depth promotion of the integration of information technology and the real economy, comprehensive acceleration of digital transformation, and vigorous development of the digital economy are the only ways to transform and improve traditional Momentum, cultivate new development momentum, and open up a broader new development space in the world. As a leading technology that triggers today's scientific and technological revolution and industrial transformation, the core of the new generation of information technology is its deep integration with the real economy. The significance of the digital economy lies in leading the profound transformation of productivity and production relations. Digital productivity and value co-creation and sharing ecological relations have become new trends of transformation. It is increasingly showing strong growth momentum. The core of digital transformation is to gradually transform the development model based on industrial technology professional division of labor to achieve scale efficiency into a model based on The empowerment of information technology has led to a development model of diversified efficiency. To carry out digital transformation, we need to systematically grasp the following four aspects. First, digital Digital transformation is a systematic change caused by information technology. Second, the fundamental task of digital transformation is to optimize, innovate and reconstruct the value system. The core path of digital transformation is the construction of new capabilities. Fourth, the key driving factor of digital transformation is data. Deeply applying the new generation of information technology, vigorously developing new technologies, new products, new models, and new formats, and comprehensively accelerating digital transformation have become It is an inevitable choice for enterprises to survive and develop in the new era. However, in the process of promoting digital transformation, enterprises

generally face the problems of unclear strategy and In order to solve the common problems and challenges such as unclear paths, lack of process methods, and difficulty in obtaining value, a set of solutions that conform to the development trends and laws of the digital economy and are feasible is urgently needed. The new and effective enterprise architecture (EA) is driven by the architecture to systematically and globally promote transformation and reform, steadily obtain the expected results, and accelerate the Entering a new stage of innovative development. Based on the system formed in the process of promoting informatization, integration of industrialization and information technology, intelligent manufacturing, industrial Internet, digital transformation, etc. in my country over the past decades After hundreds of thousands of enterprises have fully applied and improved it, this document provides a new enterprise architecture in the context of digital economy - digital The digital transformation reference architecture aims to help enterprises clarify the main tasks and key points of digital transformation and establish a systematic digital transformation process. We will implement the process, methods and mechanisms in a phased and graded manner to promote digital transformation in a pragmatic and effective manner and achieve spiral innovation and development. Digital Transformation Management Reference Architecture

1 Scope

GB/T 45341-2025 is the Chinese reference architecture for managing digital transformation. China has built an unusually formal standards framework around digital transformation, because state-owned enterprises and listed companies are assessed against it, and this document is the architectural core of that framework. It defines the reference architecture in views: the value view, which ties the transformation to the value the enterprise intends to create; the capability view, which describes the new capabilities being built and how they are developed, run and improved; the process and organisation views, covering governance, roles and the mechanisms by which the work is steered; and the technology and data views. It also sets out the relationships between the views and how the architecture is applied and tailored. For a company undergoing an assessment in China, for a consultancy advising one, or for a foreign group whose Chinese subsidiary has to report against it, this is the frame the assessment uses.

This document specifies the reference architecture of digital transformation and proposes the main perspectives, process methods, development stages and levels of digital transformation. Level, clarify the main tasks, process linkage methods and step-by-step implementation requirements of digital transformation. This document applies to (all types of) organizations.

- a) Carry out top-level design of digital transformation and systematically promote digital transformation;
- b) Promote digital transformation by applying new enterprise architecture (EA) systems in

the context of digital economy;

- c) Apply the universal evaluation model system to promote digital transformation evaluation and diagnosis;
- d) Develop and provide systematic solutions around digital transformation;
- e) Provide services to enterprises in their digital transformation.

2 Normative references

The contents of the following documents constitute essential clauses of this document through normative references in this document. For referenced documents without a date, only the version corresponding to that date applies to this document; for referenced documents without a date, the latest version (including all amendments) applies to This document.

GB/T 23011 Reference model for the value and benefit of digital transformation through the integration of informatization and industrialization

3 Terms and definitions

The terms and definitions defined in GB/T 23011 and the following apply to this document.

3.1 Digital transformationdigitaltransformation Deepen the application of new generation information technology, stimulate the innovation-driven potential of data elements, and build new capabilities to enhance survival and development in the digital era (3.11) Accelerate business optimization, innovation and reconstruction, create, deliver and acquire new value, and achieve transformation, upgrading and innovative development.

Note. Digital transformation is usually driven by value and benefits, with new capabilities (3.11) as the main line, data elements as the driving force, and business transformation as the core. core. [Source: GB/T 23011-2022, 3.3]

3.2 competitive and cooperative advantage The sustainable advantages that a company has over its competitors and the collective strength it forms through symbiotic relationships with its partners Advantages.

3.3 Information modelinformationmodel Based on structured data, the content and process of relevant business objects are standardized and described, which can support the realization of business standardization. Operation and management model.

Note. Information is a formal expression of an object based on data.