Research Article

The Impact of Digital Strategic Orientation on Enterprise Sustainable Performance Against the Background of 2030 Sustainable Performance Goal

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Under the background of the 2030 sustainable performance goal, in the sustainable performance, strategic orientation has been paid much attention because of its importance and management controllability. Whether the market-oriented strategy of enterprises can affect the legitimacy of enterprises and what kind of complex relationship exists between market orientation, legitimacy of enterprises, and enterprise performance. Therefore, from the perspective of digital theory, this paper makes an empirical test on the above problems by introducing the intermediary variable of enterprise legitimacy, so as to make up for the shortcomings of the existing research. When the time index reaches 50, among the four dimensions of the experiment, the average correlation of digital culture is 1.12, the average correlation of resource integration is 0.58, the average correlation of process optimization is 0.74, and the average correlation of technical capability is 0.64. Among the four dimensions, the proportion of digital culture is the highest, and the CITC value of each measurement item in each dimension is greater than 0.5, so the deletion of each item cannot be increased. If the enterprises under digitalization can meet the social expectations and cognition of all stakeholders in the strategic-oriented sustainable performance system, they will be recognized and accepted by them, thus gaining higher legitimacy.

1. Introduction

With the increasing uncertainty of business environment and the intensification of market competition, how to formulate targeted market strategies to improve enterprise performance has become an important problem faced by enterprise managers. In the context of 2030 sustainable performance goals, strategic orientation has been paid much attention to in sustainable performance due to its importance and management controllability, among which entrepreneurial orientation and market orientation have attracted much attention [1, 2]. Although the two strategic orientations ultimately help to improve innovation performance, it is difficult to explain the real relationship between them only by studying the bivariate model of the direct relationship between them and innovation performance. Therefore, scholars began to pay attention to the possible intermediary variables and regulatory variables. In the study of regulatory variables, environmental variables have attracted widespread attention [3, 4]. In the dynamic environment, enterprises with market-oriented culture can always pay attention to the changes of the environment, often continuously obtaining and maintaining competitive advantages and creating excellent performance [5]. Under the background of 2030 sustainable performance goal, the relationship between market orientation and enterprise performance has always been one of the focus issues of research. Although considerable progress has been made in the research on the role of environmental regulation in the relationship between sustainable performance, the existing knowledge, especially the conclusions of empirical research, are mostly based on the mature market environment of

developed countries and only a few studies are carried out in growth emerging markets with different environments. For example, the research on such issues against the background of developing transition economies such as China is still quite limited [6, 7].

Whether the enterprise's market-oriented strategy can affect the enterprise legitimacy and what kind of complex relationship exists between the market orientation, the enterprise legitimacy, and the enterprise performance. The existing literature on the integration of market orientation and legitimacy is relatively limited. Therefore, from the perspective of digital theory, this paper empirically tests the above problems by introducing the intermediary variable of enterprise legitimacy, so as to make up for the shortcomings of existing research [8]. Due to the openness and inter-activity of the digital era, promoting the digital transformation of urban commercial banks will inevitably face many new challenges, especially the superposition effect of multiple risks such as business, technology, network, and data, and the concealment, abruptness, and diffusion of financial risks will be more prominent [9, 10]. In this digital world, in order to seek the urgent need to maintain vitality and competitiveness, digital transformation has become a popular research hotspot and the driving force of innovation and transformation in all walks of life around the world. The purpose of digital transformation is to digitize business. The essence core is the strategic business transformation driven by customer demand. In this way, customers, equipment, organizations, or business processes are placed at the center of the transformation, so as to improve the production efficiency and productivity of the organization and maintain competitiveness [11].

In the digital strategic orientation, although there are different understandings of market orientation based on different theoretical perspectives, they all admit that market orientation will focus on finding and satisfying customers' needs for sustainable performance. Market orientation, as a specific sustainable performance model and value orientation of enterprises, can enable enterprises to respond to customers' needs and competition threats more effectively and be in a favorable position in market competition, and then gain competitive advantage [12, 13]. In the digital age, facing the more uncertain environment and changeable customer demand, enhancing SCEI capability is undoubtedly the most effective choice to deal with the uncertain environment, improve the adaptability of sustainable performance, and build the competitive advantage of sustainable performance. Therefore, this paper introduces SCEI capability as an intermediary variable, analyzes the action mechanism of cross-border cooperation strategic orientation on the high adaptability of supply chain, and discusses the adjustment effect of big data application capability of target enterprises in the abovementioned action mechanism [14]. In addition, customers and other stakeholders are interconnected and mutually influenced social network systems, and there is a multiperson interaction and over-lapping relationship among various roles. Therefore, some recognition and love of a certain enterprise may finally prompt other stakeholders of the enterprise to recognize the enterprise, which will further improve the legitimacy of the sustainable performance of the enterprise's strategic orientation [15]. If the enterprises under digitalization can meet the social expectations and cognition of all stakeholders in the strategic-oriented sustainable performance system, they will be recognized and accepted by them, thus gaining higher legitimacy.

This study examines the impact of digital strategic orientation on sustainable performance, as well as the intermediary effect of business model and the regulatory effect of environmental dynamics. The research innovation contribution includes revealing the impact mechanism of market-oriented sustainable performance on enterprise performance in 2030. Digital enterprises can meet the social expectations and perceptions of all stakeholders in the strategic oriented sustainable performance system, so as to obtain higher legitimacy. This study introduces legitimacy as the intermediary variable of empirical research, which further deepens the research on the marketization theory of sustainable performance in 2030.

2. Related Work

2.1. Research Status. Ferré-Pavia proposed that from the above theoretical review, it can be found that scholars have conducted a lot of empirical research on the relationship between market orientation and enterprise performance. Most empirical results support that market orientation will have a positive effect on the profitability of enterprises. The implementation of market orientation is beneficial to enterprises. It is in the interests of enterprises to maintain competitive advantage by improving the level of market orientation [16]. Treber et al. put forward that innovative companies do not just rely on taking advantage of existing advantages. They will actively explore new opportunities and promote innovation. They carry out more product innovation than conservative companies, pay more attention to external changes, encourage the spirit of adventure, and have the courage to take the risks that may arise in entering unknown fields. The company's willingness to "lead or not be related to new products" will lead the company to "seek new products first" [17]. Gürdür et al. proposed to introduce legitimacy into the research on the relationship between market orientation and enterprise performance from the perspective of new institutional theory. While realizing the innovation of research perspective, the analysis and construction of "market orientation enterprise performance" will further deepen the research due to the addition of new dimensions. Second, the cross research between integrated marketing theory and legitimacy theory has realized the innovation of research methods [18]. Laki et al. put forward that customers, as the core stakeholders of enterprises, are one of the key dimensions of market orientation. From the perspective of organizational cognition, their needs and cognition are the stimulation and pressure of the surrounding environment on enterprises [19]. Chen and Liu proposed that entrepreneurial-oriented companies are easier to form an organizational force internally to support the production of innovative products as much as possible,

including not only progressive product innovation, but also breakthrough product innovation, and even marketing program innovation matching product innovation [20]. Steffens et al. put forward that the survival and development of enterprises are inseparable from the input of stakeholders. Organizations are embedded in the institutional environment composed of stakeholders. When the interest demands of stakeholders are expressed through various ways, they will be transformed into pressure on enterprises [21]. Yang and Yang put forward that strategic orientation is an intangible resource of enterprises, because market orientation, technology orientation, entrepreneurship orientation, etc., will bring technological knowledge, marketing technology, management progress, and even production mode progress, which will bring competitive advantage to enterprises in the process of internationalization [22]. Jafar et al. put forward that entrepreneurial-oriented companies will not only meet the existing needs of customers, but also actively shape the future needs [23]. Saad et al. put forward that the important role of strategy for international new ventures has also been supported by empirical research. In the empirical research, a new venture that tried to internationalize was taken as a sample, among which one failed in internationalization. He found that the survival rate was not directly related to age, but the strategy of the enterprise played an important role as a regulating variable [24]. Mara pointed out that entrepreneurial-oriented companies' active pursuit of new opportunities and the habit of acting ahead will enable them to gain more innovation opportunities in the environment of changing customer preferences. Therefore, in an environment with great market changes, entrepreneurial orientation is easier to obtain innovative performance than market-oriented strategy [25].

2.2. Research Status of Digital Strategic Orientation on Sustainable Performance. The main criterion to judge whether a research object has research value is whether the research object can exist as a research unit or analysis unit, which requires that the research object must be an independent theoretical construct. Therefore, only by putting the strategic orientation into the analysis framework as a definite research unit can we really grasp the value of this research topic. Therefore, as an independent construct, strategic orientation is the theoretical basis of this paper. This paper studies sustainable performance based on digital strategic orientation. At present, there is still a lack of theoretical model and empirical research on the impact of strategic orientation on sustainable performance. Especially in China, digital pays very limited attention to the field of international innovative sustainable strategic orientation. First, digital innovation plays an important regulatory role in the mechanism of sustainable performance. Environmental dynamics plays a positive role in regulating the relationship between exploratory innovation and sustainable performance, while environmental dynamics can only play a negative role in regulating the relationship between exploitative innovation and sustainable performance. Both entrepreneurial orientation and market orientation contribute to the improvement of sustainable performance. Entrepreneurial orientation is more inclined to innovation and advance action, trying to quickly occupy new markets and obtain new customers through digital relative risk-taking behavior, so as to improve competitive advantage. Market orientation emphasizes more attention to market information. Enterprises improve their sensitivity to the market and the ability to maintain customer relations through digitization, so as to improve sustainable performance.

3. Analysis of BIM Driven Digital Strategy-Oriented Sustainable Performance Model

Strategic orientation is a specific method used by enterprises to continuously obtain excellent performance, which will have a certain impact on enterprise performance. In recent years, how strategic orientation affects enterprise performance has become the focus of researchers and a large number of research results have been produced. It is necessary to distinguish different types of innovation for understanding organizational behavior and identifying antecedent variables of innovation. There are three main types of innovation studied most in the existing literature, namely functional innovation and technological innovation, product innovation and process innovation, and breakthrough innovation and gradual innovation. The focus and applicable conditions of different innovation research are different. The research results of manufacturing enterprises show that product innovation and process innovation are the most important to their strategy. In the era of comprehensively leading and promoting the development of industrial economy with digital technologies such as Internet of Things, cloud computing, artificial intelligence, and big data, it is found that the effect of traditional performance management is getting weaker and weaker. At the operational level, complex index decomposition, evaluation, and application have become a common pain point for managers. A large number of management costs cannot meet the expectations of managers compared with their results. The key problem to be solved in this study is to explore the impact of BIM driven digital strategy orientation on sustainable performance under environmental dynamics, and test the intermediary effect of business model and the regulatory effect of environmental dynamics. In order to solve this problem, this study plans to determine the implementation process scheme for solving the following problems, as shown in Figure 1.

Although there are differences in conclusions, the mechanism of strategic orientation's influence on enterprise performance can be summarized into three types, namely, direct mechanism, intermediary mechanism, and regulating mechanism. This chapter makes a deeper analysis of the relationship between strategic orientation, innovation mode, and enterprise innovation performance, adopts entrepreneurial orientation and market orientation to characterize the characteristics of enterprise strategic orientation, divides innovation mode into exploratory innovation and utilization innovation, and deeply analyzes the mechanism of different strategic orientations to promote enterprise performance by
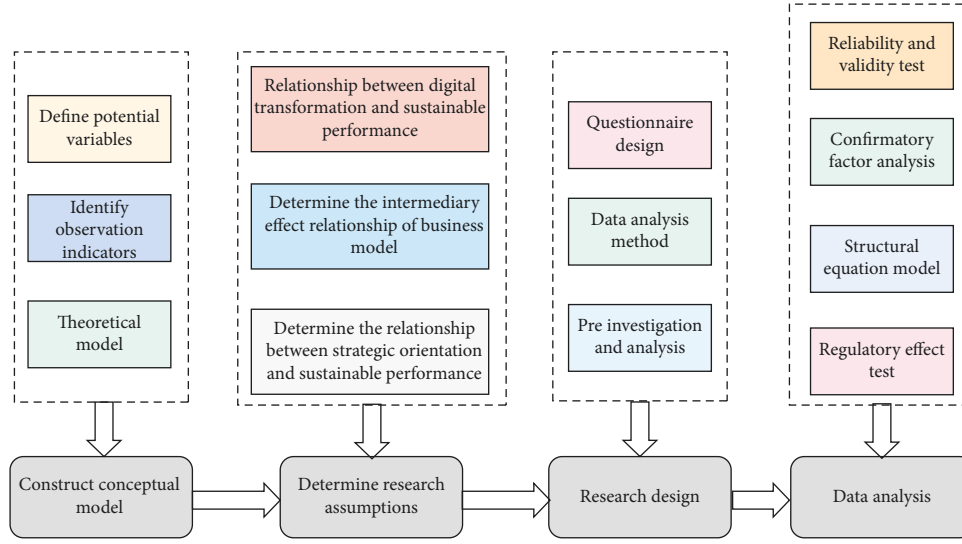
FIGURE 1: Digital flow chart of the implementation of strategic orientation for sustainable performance.

promoting two innovation modes. Through systematic theoretical combing and induction, this chapter forms a detailed conceptual model of the mechanism of strategic orientation on enterprise performance, as shown in Figure 2.

The additive consistency index ρ reflects the rationality of the important quantity of judgment information given by the decision maker and applies the threshold $\xi > 0$ set by the decision maker. If there is $\rho < \xi$, it is considered that the judgment matrix has satisfactory additive consistency. In order to retain the original information of experts as much as possible and make the judgment matrix satisfactory, check and correct the consistency of the judgment matrix given by experts according to the following steps. The additive consistency index $\rho^{(l)}$ is calculated for $A^{(l)} = (a_{ij}^l)_{n \times n} (l = 1, 2, \ldots, m)$, and the formula is as follows:

$$\rho = \frac{2}{n(n-1)(n-2)} \sum_{i=1}^{n-1} \sum_{j=i+1}^{n} \sum_{k=1}^{n} \left| a_{ij} - \left(a_{ik} - a_{jk} + 0.5 \right) \right|. \quad (1)$$

According to the set threshold value ξ, if $\rho^{(l)} < \xi$, turn to Step7, otherwise turn to the next step. n additive consistency matrices $A^{(k)} = (a_{ij}^{(k)})_{n \times n}$, $k = 1, 2, \ldots, n$, $a_{ij}^{(k)} = a_{kj} - a_{kj} + 0.5$, $i, j, k \in I$ are constructed from each row of the judgment matrix A by experts with unsatisfactory consistency.

The logical weight reflects the coordination of logical relations based on the level of decision consistency. The smaller the consistency index ρ, the higher the quality of judgment matrix.. According to this idea, the calculation formula is as follows:

$$w_l^{(k)} = \frac{1}{1 + a\rho^{(k)}}, \quad a \geq 1, \ k = 1, 2, \ldots, m. \quad (2)$$

In the application, $a = 10$ is generally taken and $w_l^{(k)}$ is normalized to obtain the expert logic weight $\omega_l^{(k)}$.

The information weight is determined according to the principle that the minority obeys the majority, and the
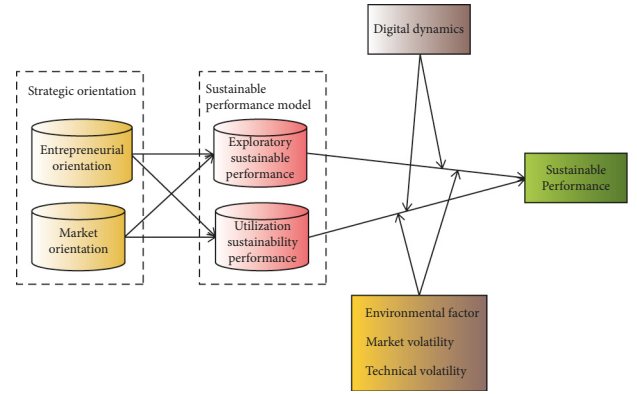

FIGURE 2: Digital strategy-oriented sustainable performance model.

individual preferences of the decision-making group are aggregated. The calculation formula is as follows:

$$\omega_c^{(k)} = \frac{h_\rho}{\sum_{q=1}^{l} h_q^2}, \quad k = 1, 2, \ldots, m, \quad (3)$$

where l is the number of cluster aggregation categories and h_p is the class capacity of the category K_p where the individual sorting vector U_k is located.

The weight method of expert investigation is a more scientific and reasonable method. By selecting experts from all aspects of the enterprise, the form of independent filling in and selecting weights is adopted. Then, their respective weights are sorted out and statistically analyzed, and finally the weights of various factors and indicators are determined. This method integrates the wisdom and opinions of experts from all aspects and uses the method of mathematical statistics to test and correct. The comprehensive expert weight is calculated from the expert logic weight and information weight, and the formula is as follows:

$$\omega^{(k)} = \frac{\omega_l^{(k)} \omega_c^{(k)}}{\sum_{i=1}^{m} \omega_l^{(i)} \omega_c^{(i)}}, \quad k = 1, 2, \ldots, m. \tag{4}$$

Based on the aggregation of weighted arithmetic average operator, the comprehensive judgment matrix A^C is obtained.

When the judgment matrix has only satisfactory additive consistency, the optimization model is established.

$$\min z = \sum_{i=1}^{n} \sum_{j=1}^{n} \left[0.5 + a(w_i - w_j) - r_{ij}\right]^2,$$
$$s.t. \quad \sum_{i=1}^{n} w_i = 1, \quad w_i \geq 0, 1 \leq i \leq n. \tag{5}$$

The ranking weight is obtained by Lagrange multiplier method.

$$w_i = \frac{1}{n} - \frac{1}{2a} + \frac{1}{na} \sum_{j=1}^{n} r_{ij}, \quad i \in I. \tag{6}$$

In order to make $w_i \geq 0$ have $a \geq (n-1)/2$, taking $a = (n-1)/2$ in practical application shows that decision makers pay attention to the difference of importance between factors.

Assuming that the target to be evaluated contains p indicators, i.e., $C_1, C_2, \ldots, C_p$, according to the matter-element definition mentioned above, the matter-element model of the target to be evaluated is shown in the following formula:

$$M = (U, C_k, V_k) = \begin{bmatrix} U & C_1 & V_1 \\ & C_2 & V_2 \\ & \vdots & \vdots \\ & C_p & V_p \end{bmatrix}. \tag{7}$$

In the above formula, U represents the evaluation level of the project strategy and V_k is the possible value range of the k index of the project strategy, that is, the section of U.

The project strategic correspondence is divided into $d (d = 1, 2, 3, 4)$ levels, that is, the set of correspondence of evaluation results. Then, it is described as a comprehensive evaluation matter-element model combining quantitative and qualitative as shown in the following formula:

$$M_j = (U_j, C_k, V_{jk}) = \begin{bmatrix} U_j & C_1 & \langle \alpha_{jl}, \beta_{jl} \rangle \\ & C_2 & \langle \alpha_{j2}, \beta_{j2} \rangle \\ & \vdots & \vdots \\ & C_p & \langle \alpha_{jp}, \beta_{jp} \rangle \end{bmatrix}. \tag{8}$$

Where, M_j represents the matter-element model of the j evaluation level, U_j represents the evaluation result grade of project strategic correspondence under the j evaluation grade, and $V_{jk} = \langle \alpha_{jk}, \beta_{jk} \rangle, (j = 1, 2, \ldots, n; \quad k = 1, 2, \ldots, p)$ represents the normalized value range of U_j about the feature C_k, that is, U_j represents the value range of

the j-th evaluation grade and the k-th evaluation index C_k. According to the concept of section domain, the possible value range of each evaluation index is defined as the section domain of the matter-element model of comprehensive evaluation of project strategy.

$$M_m = (U_m, C_k, V_{mk}) = \begin{bmatrix} U_m & C_1 & V_{m1} \\ & C_2 & V_{m2} \\ & \vdots & \vdots \\ & C_p & V_{mp} \end{bmatrix}, \tag{9}$$

where M_m represents the section of the matter-element model for comprehensive evaluation of project strategic correspondence, U_m represents all levels of project strategic correspondence, and $V_{mk} = \langle \alpha_{mk}, \beta_{mk} \rangle$ represents the allowable value range of index C_k in U_m, where $V_{jk} = \langle \alpha_{jk}, \beta_{jk} \rangle, (j = 1, 2, \ldots, n; k = 1, 2, \ldots, p)$ is included in V_{mk}.

The way enterprises solve problems and the mechanism of formulating and implementing strategies are a kind of ability or knowledge of organizations. It is a learning process for enterprises to constantly seek solutions to problems in order to achieve the consistency between strategy and environment. Knowledge and learning have an important influence on innovation. Facing the rapidly changing environment, enterprises need a long-term strategic vision to survive and gain competitiveness in the market. Therefore, enterprises should always pay attention to the changes of the environment, constantly bring forth the old and bring forth the new, and devote themselves to the improvement of their own capabilities and technologies and the improvement of their products. Therefore, technological innovation is conducive to the improvement of organizational performance. When innovation, as a strategic organizational activity, enters the analysis framework, strategic orientation will affect organizational performance acquisition through the intermediary effect of innovation activities. The impact of environmental change on enterprises exists objectively, and enterprises must pay enough attention and formulate appropriate countermeasures. When enterprises are faced with environmental threats, they can avoid the threat of environmental changes to enterprises by changing the existing market of their threatened products or transferring the investment direction. Try to reduce the negative impact of environmental threats on enterprises by adjusting and changing their marketing mix strategy. Confrontational strategies are often referred to as proactive strategies. When the construction of enterprise websites faces environmental threats, they try to limit or reverse the development of adverse factors in the environment through their own efforts.

4. Strategic Orientation on the Realization of Sustainable Performance

4.1. Design of Sustainable Performance System based on Digital Strategic Orientation. The key reason why its performance management has not been successful in practice is that the

digital strategic orientation ignores the connection between sustainable performance management and strategic management and does not organically combine performance management with organizational strategy, which makes employee behavior and team action deviate from the organizational strategic objectives. Therefore, the performance from individual to department and from department to the whole will be good, but the enterprise's strategy cannot be realized. The sustainable development ability of enterprises is limited. Therefore, this paper constructs a system for sustainable performance under the strategic orientation of digital 2030 sustainable performance. The strategic orientation reflects the organization's attitude towards the external environment, which will affect the organization's internal innovation behavior. Through continuous improvement of products/services and processes, the ultimate goal of enterprises is to obtain financial and nonfinancial performance, innovate, diversify their products, and create value for customers, so as to form a competitive advantage. When a sustainable performance enterprise has new products different from existing products in 2030, competitors can only imitate the enterprise, and the enterprise has formed a competitive advantage. Process innovation can improve production efficiency, save production costs and expand reproduction, so as to make the enterprise have economies of scale. Through the establishment of this digital strategic orientation for the 2030 sustainable performance system, the organization is urged to pay attention to the strategic objectives when implementing performance management, not just the standard performance and short-term interests. From a long-term perspective, the standard performance is linked with the organizational strategy to ensure the realization of the organizational objectives. In order to carry out such activities, sustainable performance enterprises in 2030 must pay attention to organizational learning and form an exploratory spirit within the enterprise in the strategic orientation to the sustainable performance system. There are four basic methods of risk management: risk avoidance, loss control, risk transfer, and risk retention. Only with the free creative spirit and breaking the traditional model, the risk-taking ability can improve the enterprise's performance. Therefore, if the risk-taking ability is obvious in the enterprise strategic orientation, the enterprise's innovation activities must be active.

4.2. Experimental Results and Analysis. In this study, the sustainable performance of strategic orientation and the sustainable performance of technological innovation are studied, and the average score of each item of the first-level factor is used as the factor value. Pearson correlation coefficient is used to test the single effect of six dimensions of strategic orientation on technological innovation and organizational performance and two dimensions of technological innovation on organizational performance. The results are shown in Table 1.

Taking six dimensions of strategic orientation as independent variables and two types of technological innovation as dependent variables, multiple regression analysis is carried out. The results are shown in Table 2.

From Tables 1 and 2, it can be seen that the analysis has a significant negative impact rather than positive impact on organizational process innovation. Defense has a positive impact rather than negative impact on product innovation and a significant positive impact on process innovation, indicating that focusing on production will promote enterprise innovation activities. Initiative has a significant positive impact on product innovation and process innovation, which shows that the 'enterprise's proactive strategy will promote enterprise product innovation and process innovation. The other two dimensions of strategic orientation, competitive attempt, and foresight, have no significant impact on product innovation and process innovation. Foresight has a negative impact on technological innovation, indicating that adopting price war to obtain high market share and predicting the future economy has no significant impact on organizational innovation activities.

Multicollinearity means that there is a serious linear correlation between explanatory variables, including control variables, that is, multiple variables have a common change trend. When the collinearity trend is very serious, it will have a serious impact on the fitting of the model. The test results are shown in Table 3. Therefore, it can be determined that there is no multicollinearity problem between the explanatory variables in this study.

This paper tests the relationship between entrepreneurial orientation, market orientation, and enterprise performance through 10 models, and the explained variables are all enterprise performance. The impact of orientation on enterprise performance is shown in Table 4.

From Table 4, it can be seen that after model 2 and model 3 add explanatory variables innovation, advance, and risk-taking on the basis of model 1 and model 4, the R^2 value is significantly increased by $P < 0.002$, and R^2 changes by 0.436, which shows that innovation, advance, and risk-taking play an important role in explaining enterprise performance. Specifically, the regression coefficient of innovation and advanced dynamics is positive and significant $P < 0.002$, which means that innovation and advanced dynamics have a significant positive impact on enterprise performance, that is, the higher the degree of innovation and advanced dynamics, the higher the level of enterprise performance.

On the basis of this, the interaction between exploratory innovation and utilization innovation is added, that is, in order to test the positive impact of the interaction between exploratory innovation and utilization innovation on enterprise performance. The impact of innovation mode on enterprise performance is shown in Table 5.

As can be seen from Table 5, after model 2 and model 1 added exploratory innovation of explanatory variables on the basis of model 3 and model 4, R^2 value was significantly improved, $P < 0.002$, and R^2 changed by 0.292, which shows that exploratory innovation has an important explanatory effect on enterprise performance. Specifically, the regression

TABLE 1: Sustainable performance of strategic orientation and sustainable performance of technological innovation.

Variable	Descriptive statistic		Pearson correlation coefficient	
	Average/mean value	Standard deviation	Product innovation	Financial performance
Competitive intentionality	3.261	1.178	−0.023	0.147
Defend	4.852	0.898	0.377	0.162
Risk bearing	2.963	1.232	−0.041	0.008
Process innovation	4.526	0.846	—	0.521
Manufacturing industry	0.74	0.444	0.021	−0.053

TABLE 2: Influence relationship between multiple variables.

Independent variable	Dependent variable			
	Product innovation	Process innovation	Financial performance	Nonfinancial performance
Competitive intentionality	0.107	0.121	0.298	0.114
Defend	0.268	0.188	−0.011	0.115
Risk bearing	−0.102	−0.245	−0.175	−0.117
Process innovation	—	—	—	—
Manufacturing industry	−0.073	0.142	−0.123	0.276

TABLE 3: Test results of multicollinearity values of main models.

Independent variable	1. Model: strategic orientation and enterprise performance	2. Model: innovation and enterprise performance	3. Model: intermediary model	4. Adjustment model
Scale	1.333	1.271	1.337	1.291
Customer orientation	1.372	1.265	1.772	1.562
Exploratory innovation	1.564	1.235	2.954	1.478
Dynamic ∗ exploratory innovation	1.546	1.452	1.568	1.214

TABLE 4: Impact of strategic orientation on enterprise performance.

Variable	Enterprise performance			
	Model 1	Model 2	Model 3	Model 4
Control variable	3.124	3.235	2.584	2.598
Scale	0.002	−0.34	0.001	0.013
Customer orientation	0.112	0.184	0.186	0.185
Competitor orientation	0.184	0.263	0.254	0.256

TABLE 5: Impact of innovation mode on enterprise performance.

Variable	Enterprise performance			
	Model 1	Model 2	Model 3	Model 4
Control variable	4.251	3.135	2.684	2.548
Scale	0.012	−0.24	0.003	0.016
Customer orientation	0.114	0.187	0.182	0.183
Competitor orientation	0.173	0.262	0.257	0.255
Exploratory innovation ∗ utilizable innovation	0.008	0.012	0.009	0.015

coefficient of exploratory innovation is positive and significant, $P < 0.002$, which means that exploratory innovation has a significant positive impact on enterprise performance, that is, the higher the level of exploratory innovation, the higher the level of enterprise performance, so hypothesis 3 is supported.

Reliability and validity analysis is an effective guarantee for the reliability of the empirical test results. This experiment adopts the four dimensions of digital culture, resource integration, process optimization, and technical ability to test the total correlation of correction items. Amos17 is added on the basis of the reliability and validity test methods
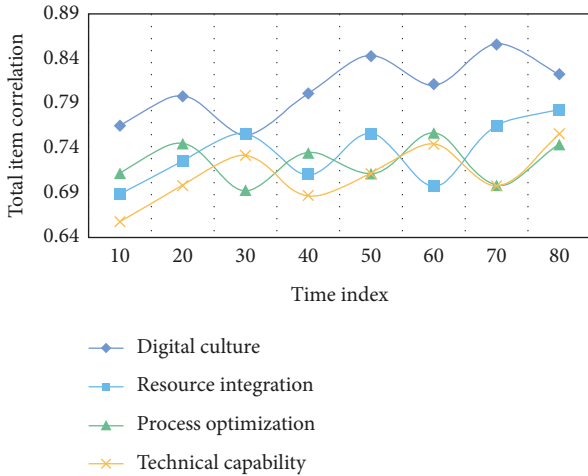
FIGURE 3: Correlation coefficient of ave value was used to test convergence validity and difference validity.

FIGURE 4: Cr value to test convergence validity and difference validity.

of the pre-survey questionnaire 0 for confirmatory factor analysis, and use ave value, Cr value, and dimensional correlation coefficient to test convergence validity and differential validity. Three experiments were carried out respectively, and the experimental results are shown in Figures 3–5.

It can be seen from Figures 3 to 5 that when the time index reaches 50, among the four dimensions of the experiment, the total correlation of the average items of digital culture is 1.12, the total correlation of the average items of resource integration is 0.58, the total correlation of the average items of process optimization is 0.74, and the total correlation of the average items of technical ability is 0.64. Among the four dimensions, the proportion of digital culture is the highest, and the CITC value of each measurement item of each dimension is greater than 0.5. The deletion of each item cannot increase, indicating that the overall internal consistency and stability of the scale are very good, and the reliability of the scale meets the test requirements.

In this experiment, three dimensions are used to conduct experiments on value provision, value creation, and value acquisition respectively, and the total correlation of correction items is tested. On the basis of the reliability and validity test method of the pre-survey questionnaire, two experiments are conducted respectively, and the experimental results are shown in Figures 6 and 7.

It can be seen from Figures 6 to 7 that in the three dimensions, the values of value provision, value creation, and value acquisition mode are greater than 0.88, and the CITC value of each measurement item in each dimension is greater than 0.53. The deletion of each item cannot be increased, indicating that the overall internal consistency and stability of the scale are good, and the reliability of the scale meets the test requirements. In terms of this changing trend, it is necessary for these companies to strengthen entrepreneurial guidance, establish a competitive advantage leading consumer demand through strong innovation and advanced action, and even change
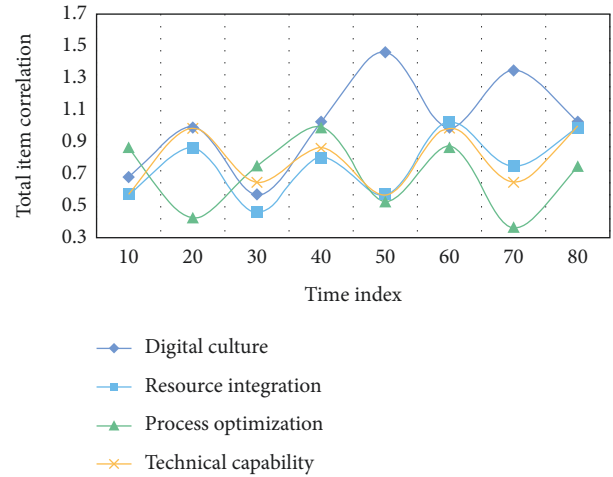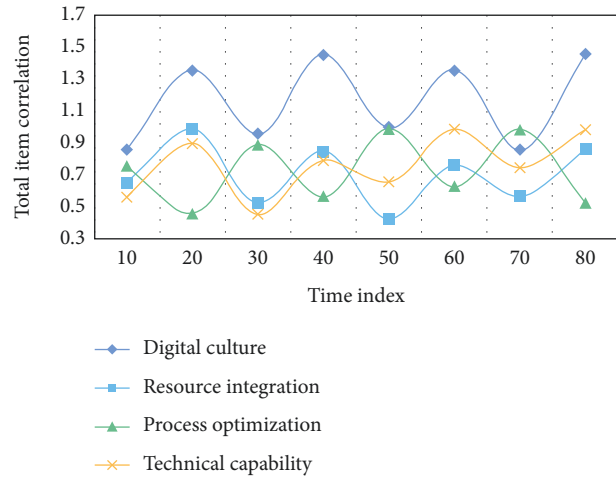

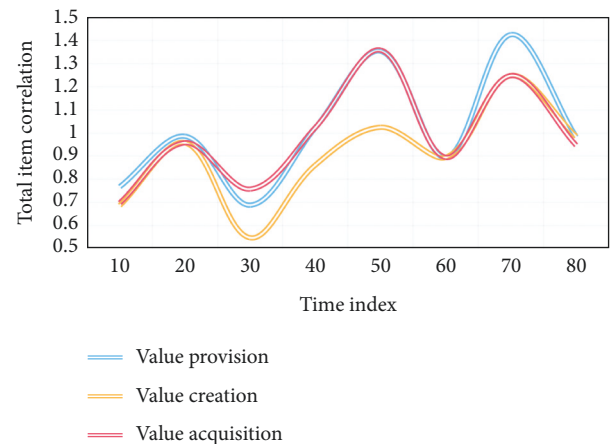FIGURE 5: Convergence validity and difference validity of dimension correlation coefficient test.

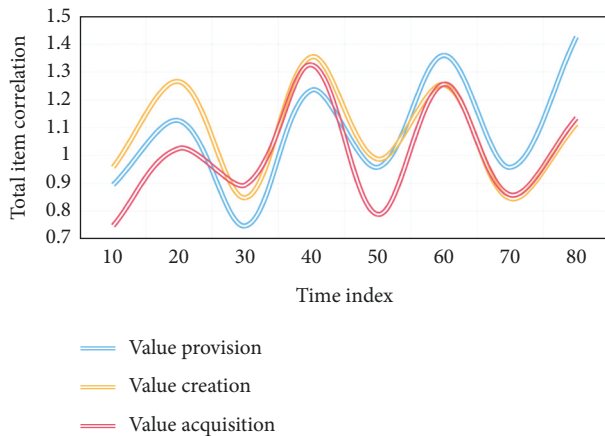FIGURE 6: Reliability analysis trend chart of the scale.

FIGURE 7: Reliability analysis trend chart.

the rules of the industrial game However, it should also be noted that when the company's own human capital level is low, there will be a danger of over implementing the entrepreneurship oriented strategy, that is, the company's existing market analysis ability, management ability, and resource integration ability cannot support the success of innovation projects.

5. Conclusions

This study examines the effect of digital strategic orientation on sustainable performance and examines the intermediary effect of business model and the moderating effect of environmental dynamics. Strategic enterprises can accelerate the responsiveness of customers' needs, improve the efficiency of production, management and resource utilization, and enhance the flexibility of self-innovation and emergency response. Under the background of sustainable performance goal in 2030, the integration ability of digital strategic orientation to sustainable performance can partially explain the impact of cross-border cooperation strategic orientation on high adaptability of supply chain. This conclusion further reveals the mechanism of market orientation of sustainable performance on enterprise performance in 2030. When the time index reaches 50, among the four dimensions of the experiment, the average correlation of digital culture is 1.12, the average correlation of resource integration is 0.58, the average correlation of process optimization is 0.74, and the average correlation of technical capability is 0.64. Among the four dimensions, the proportion of digital culture is the highest, and the CITC value of each measurement item in each dimension is greater than 0.5, so the deletion of each item cannot be increased. Instead of living in a vacuum, enterprises are gradually embedded in the environment of stakeholders. The pressure of stakeholders will have a direct or indirect negative impact on enterprises, and stakeholders also have a "binding force" on enterprises. In addition, this study has further deepened the research of market-oriented theory of sustainable performance in 2030 by introducing legitimacy as an intermediary variable for empirical research. However, there are still some limitations and problems to be solved in this paper. This study examines the

impact of digital strategic orientation on sustainable performance, which should be divided into evaluation levels and grasp key performance indicators. If all aspects of employees are evaluated and assessed, all aspects are covered, and the key points cannot be grasped, it will be impossible to realize the strategy of guiding their work behavior. The detailed analysis needs further supplement.

Data Availability

The data used to support the findings of this study are available from the corresponding author upon request.

Conflicts of Interest

The author declares no conflicts of Interest.

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