

# Entrepreneurship orientation, resource allocation, and strategic management practices: Basis for knowledge-based strategic management framework

Huang, Xiaolei ✉

Graduate School, Lyceum of the Philippines University - Batangas, Philippines



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## Abstract

This study aimed to explore entrepreneurial orientation, resource allocation and strategic management practices in Chinese small and medium-sized enterprises (SMEs) and to construct a knowledge-based strategic management framework. Using a descriptive correlational research design, data were collected through a questionnaire from 419 employees of 15 SMEs in the cultural sector from five provinces in China. The study found that respondents generally agreed on the importance of entrepreneurial, market-oriented, and collaborative learning, and reached a consensus on prioritization, efficiency, and flexibility in resource allocation, which provides a basis for strategic planning and decision-making. In addition, firms demonstrated a strong strategic management framework for strategy formulation, implementation and evaluation. The study reveals a significant association between entrepreneurial orientation, resource allocation, and strategic management practices, and accordingly develops a knowledge-based strategic management framework to help SMEs achieve competitive advantage and long-term success. This study not only deepens the understanding of strategic management, but also provides practical methodological support for SMEs to optimize resource allocation, improve strategy execution, and ensure market competitiveness.

**Keywords:** entrepreneurial orientation, resource allocation, strategic management, knowledge-based framework, SMEs

## **Entrepreneurship orientation, resource allocation, and strategic management practices: Basis for knowledge-based strategic management framework**

### **1. Introduction**

With an increasingly competitive economic environment, entrepreneurship is widely recognized around the world as an optimal strategy for overcoming slow economic growth and adapting to changes in the macro environment. According to Global Entrepreneurship Monitor (GEM) data, China is among the most active countries in terms of entrepreneurial activities. However, the quality of survival and growth of start-ups are facing serious challenges due to their small size and novelty, lack of resources and lack of strategic planning. As a key driver of global economic progress, small and medium-sized enterprises (SMEs) are not only a source of innovation but also an important source of employment. According to the Organization for Economic Co-operation and Development (OECD), more than 95% of the world's enterprises are SMEs, which create more than 70% of jobs and contribute about 50% of global GDP. SMEs play an active role in promoting social justice and employment, providing entrepreneurial and employment opportunities for a wide range of social groups. With the advantages of operational flexibility, market adaptability and efficient utilization of resources, SMEs occupy an important position in the economic development of countries. Entering the 21st century business environment, Smith (2019) points out that SMEs have become the core force of economic growth and technological progress due to their flexibility and innovation.

The rapid development of SMEs is also accompanied by the major challenge of maintaining vitality in the fierce market competition, which has become a common concern of both academics and practitioners at present. However, in the context of globalization and technological change, SMEs are facing increasingly fierce market competition and changing customer needs (Johnson, 2019). During the period of economic transition specifically, SMEs have made significant contributions to the balanced development of regional economies by providing diversified products and services (Davis, 2020). On the other hand, resource allocation constitutes the cornerstone for realizing strategic objectives, which is directly related to and promotes the improvement of the operational efficiency of enterprises. Acquisition, integration and effective utilization of resources are the core elements for enterprises to maintain efficient operations and achieve long-term strategic planning. Dynamic capability theory elaborated by Teece (2018) provides a solid theoretical foundation for SMEs, emphasizing the importance for enterprises to continuously adjust and optimize their resource allocation strategies to maintain their competitive advantages in a rapidly changing market environment. The dynamic capabilities of an enterprise include the ability to perceive changes in the external environment, capture emerging market opportunities, and quickly reorganize resources. In the face of rapid technological iterations and evolving market demands, it is especially critical for SMEs to have such flexible resource allocation capabilities. By rationally deploying internal resources, SMEs can not only improve operational efficiency, but also gain an advantage in technological innovation, product innovation and market expansion. In addition, the dynamic capabilities theory warns that firms need to remain sensitive to market dynamics in order to reallocate resources in a timely manner, thereby accelerating market response and strengthening their competitive defense.

The practice of strategic management refers to the scientific approach to strategic planning, strategy formulation, execution and performance evaluation, which is designed to translate strategic vision into action and achieve desired results in the course of an enterprise's long-term evolution. It is a systematic framework for SMEs to achieve sustainable development in a complex and changing environment. The process includes goal setting, resource optimization, and strategies to cope with changes in the external environment, as well as continuous evaluation and adjustment to ensure the effectiveness of the strategy. For SMEs, strategic management is not a static planning process, but requires flexibility in implementation and the ability to make adjustments accordingly. In the strategic management of SMEs, strategic planning constitutes a roadmap to

long-term goals. A company conceptualizes its strategy based on its mission, vision and market environment to ensure that it is consistent with its long-term goals and actual needs. The translation of SMEs' strategies into action plans, the deployment of resources during implementation, and the adjustment of strategies through evaluation feedback are all key elements of the strategic planning process (Ali, 2020). In addition, during the strategy implementation period, firms need to assess the match between external market changes and internal resources, and make timely adjustments to the strategic orientation to ensure successful strategy implementation. Chen (2021) emphasizes that it is crucial for firms to build a sound resource allocation system to ensure the adequacy of resources for strategic initiatives and enhance the efficiency of strategy implementation.

In today's complex and changing market situation, building a knowledge-oriented integrated strategic management system is the core way for SMEs to realize sustainable development. The system consists of three core components: entrepreneurial orientation, resource allocation, and strategic planning, and aims to provide a systematic and comprehensive management framework for SMEs. Specifically, entrepreneurial orientation focuses on stimulating innovation potential and risk tolerance, promoting new product development and new market expansion, and enhancing enterprise competitiveness and market adaptability. Resource allocation focuses on the optimal combination of existing resources, aiming at maximizing the efficiency of resource utilization. Strategic planning, as the pivotal link of the system, is responsible for defining the enterprise's goal orientation, planning the implementation path, and flexibly adjusting the strategic direction through regular evaluation. With the implementation of this system, SMEs will be able to respond more flexibly to market fluctuations, occupy a favorable position in the fierce competition, and ensure the stability of long-term development.

The core mechanism of this study delves into the process of knowledge-led strategic integration, which is firmly rooted in the entrepreneurial orientation and resource allocation approach of the linking firms, through the adoption of a series of scientific strategic management initiatives aimed at enhancing the overall performance of the firms in a holistic manner. This approach emphasizes how, in a rapidly changing and competitive market, companies can respond to external challenges and capture and utilize opportunities through flexible and precise resource deployment strategies, as well as rapid and sharp strategic adaptations. In view of the unique situation of SMEs in the cultural industry, this study conducts a comprehensive and in-depth investigation and analyzes in detail how these enterprises can improve and innovate their strategic management model to promote their growth and sustainable progress and development under the complex situation of relatively limited resources.

The practical value of the study is realized in two complementary dimensions. The study not only deepens the comprehensive understanding of strategic management, but also provides novel and practical methodological support for solving practical business problems, greatly enriching the perspective of combining theory and practice; for the enterprises studied, the study is like a bright light that illuminates a feasible management structure that is highly operable and can help enterprises optimize internal resource allocation and significantly improve strategic management. The study illuminates a feasible management structure that is highly operational and can help them optimize their internal resource allocation, significantly improve their strategy execution, and secure and expand their market share in a competitive marketplace.

**Objectives of the Study** - This study aims to investigate the entrepreneurial orientation, resource allocation and strategic planning among small and medium-sized enterprises (SMEs) in China as a reference in developing a knowledge-based strategic management framework. Specifically, it will determine the entrepreneurial orientation as to entrepreneurial learning, market orientation and collaborative learning; assess the resource allocation in terms of allocation priority, efficiency and flexibility; evaluate three key skills of strategic planning as to strategy formulation, implementation and evaluation; test significant relationship between entrepreneurial orientation, resource allocation, and strategic planning; and finally, develop a knowledge-based strategic management framework for SME's.

## 2. Methods

**Research Design** - This study utilized a descriptive correlational research design to assess the performance of Chinese SMEs in terms of entrepreneurial orientation, resource allocation and strategic management practices. Such a research design is suitable for systematically mapping and explaining the current status of these key practices and exploring their associations without manipulating the variables. Using this design, this study aims to construct a knowledge-oriented strategic management framework for Chinese SMEs to promote their sustainable growth and innovation.

**Participants of the Study** - Out of more than 450 well-designed questionnaires distributed through the Internet, 419 valid questionnaires were successfully collected. The target respondents of this study are wide-ranging, including managers, executives and general employees of small and medium-sized enterprises (SMEs) in China's cultural industries (including cultural media, MCN organizations, information services, content creation and production, creative design services, cultural communication channels, cultural investment and operation, cultural entertainment and leisure services, and cultural auxiliary production and intermediary services, among other enterprises). Specifically, respondents were selected from a random sample of 15 cultural industry SMEs in five representative provinces in China (i.e., Anhui, Hebei, Jilin, Liaoning, and Heilongjiang). In order to ensure a broad and representative sample, a rigorous sampling method was used to ensure that more than 20-40 managers, executives, and general employees were randomly selected from each selected company to participate in the survey.

**Instrument of the Study** - In this study, a questionnaire was constructed using a Likert scale to quantify the respondents' level of agreement with each statement, which was categorized according to the Likert scale principles, with options ranging from strongly disagree to strongly agree. To ensure the validity and reliability of the questionnaire, a small sample test was conducted during the pre-survey phase. The test focused on the management, executives and general employees of Chinese SMEs, incorporating their feedback and actual work experience, in order to improve the structure of the questionnaire and ensure its scientific, rational and application value.

The survey was designed using a self-made questionnaire, and although a variety of Likert scales were consulted, no scale could be found that fully met the actual needs of SMEs in culture. The self-administered questionnaire became highly relevant and flexible, enabling the researcher to tailor the questions to match the specific objectives thus capturing more precisely the challenges and needs encountered by SMEs in their actual operations. In addition, through the self-administered questionnaire, researcher was able to flexibly adjust the question settings to identify potential issues that may be overlooked by the existing standardized scales, thus providing more in-depth and realistic data support for the study.

The questionnaire consists of four parts. The first part is demographic information to explore the potential impact of gender, age, working years and enterprise characteristics on the main research variables. Part II: Entrepreneurial Orientation Covers entrepreneurial learning orientation, market orientation, and collaborative learning orientation. Part III: Resource Allocation Examining resource allocation priority, efficiency and flexibility, adapted to the characteristics of SMEs in the cultural industry. Part IV: Strategic Management Practices The questionnaire was designed to address strategy formulation, implementation and evaluation. The questionnaire used a Likert scale to assess the level of agreement, with options including strongly disagree, disagree, agree and strongly agree. The questionnaire was designed to enhance the clarity of the data and to improve the smoothness of the respondents' answers. The final version of the questionnaire was evaluated for content validity by three experts in the field, and then a small sample pre-survey was conducted.

The research results show that the Cronbach's Alpha coefficient of the questionnaire is 0.980, and the reliability of each dimension is higher than 0.9, which confirms the high internal consistency of the questionnaire (Chen et al., 2022). The design of this questionnaire is both scientific and practical in application, which is

strictly in line with the needs of exploring the correlation research between entrepreneurial orientation, resource allocation and strategic planning, and provides solid data support for the construction of SMEs' strategic optimization paths and sustainable development modes in the field of cultural industry. Prior to administering the questionnaire to the main study participants, a small sample pilot test was conducted to collect the opinions and experiences of managers, administrators and other employees of Chinese SMEs to ensure the validity and reliability of the questionnaire. All questionnaire items were rigorously tested to ensure accuracy and systematic data collection.

Table 1  
*Reliability Summary Table*

Variables	No. of Items	$\alpha$ value	Interpretation
<b>Entrepreneurship Orientation</b>			
Entrepreneurial learning	5	0.915	Excellent
Market orientation	5	0.919	Excellent
Collaborative learning	5	0.919	Excellent
Overall	15	0.947	Excellent
<b>Resource Allocation</b>			
Allocation priority	5	0.883	Good
Efficiency	5	0.936	Excellent
flexibility	5	0.928	Excellent
Overall	15	0.952	Excellent
<b>Strategic Management Practices</b>			
Strategy formulation	5	0.946	Excellent
Strategy implementation	5	0.920	Excellent
Strategic evaluation	5	0.914	Excellent
Overall	15	0.970	Excellent

George and Mallery (2003) provide the following rules of thumb:  $\geq 0.9$  – Excellent,  $\geq 0.8$  – Good,  $\geq 0.7$  – Acceptable,  $\geq 0.6$  – Questionable,  $\geq 0.5$  – Poor, and  $< 0.5$  – Unacceptable

According to table 1, the measurement instruments for entrepreneurial orientation, resource allocation, and strategic management practices showed excellent reliability and consistency, with an overall Cronbach's alpha value of 0.980, indicating extremely high reliability in measuring the variables of interest. Specifically, Entrepreneurial Orientation achieved an overall reliability of 0.947, and by dimension, Entrepreneurial Learning (0.915), Market Orientation (0.919), and Collaborative Learning (0.919) all performed well. This suggests that the tool is able to accurately capture how SMEs can enhance their entrepreneurial capabilities through learning, market adaptation and teamwork in a dynamic market. In terms of resource allocation, the overall Cronbach's alpha value of the instrument is 0.952, which shows a high level of confidence. In terms of specific dimensions, allocation prioritization (0.883) performed “good”, while efficiency (0.936) and flexibility (0.928) both reached “excellent” levels. This indicates that the instrument is very reliable in measuring the firm's ability to optimize and adjust its resources and adapt to market changes. Measurements of strategic management practices also showed a high degree of reliability, with an overall Cronbach's alpha of 0.970. strategy formulation (0.946), strategy implementation (0.920), and strategy evaluation (0.914) all met the standard of “excellent,” suggesting that the instrument is able to effectively capture the managerial competencies demonstrated by firms throughout the entire process from planning to feedback.

Based on result, the Entrepreneurship Orientation, Resource Allocation, and Strategic Management Practices Instrument has an Excellent consistency as exhibited by the Cronbach's Alpha value of (0.980). This was validated by the Excellent remark from Entrepreneurship Orientation (0.947); it was confirmed by the Excellent results from Entrepreneurial learning (0.915), Market orientation (0.919), and Collaborative learning (0.919); Also, it was validated by the Excellent remark from Resource Allocation (0.952); it was confirmed by the good result from Allocation priority (0.883), and Excellent results from Efficiency (0.936), and Flexibility (0.928). It was further validated by the Excellent remarks from Strategic Management Practices (0.970); it was confirmed by the Excellent results from Strategy formulation (0.946), Strategy implementation (0.920), and Strategic evaluation (0.914), which shows that the instrument at hand passed the reliability index test. Thus, the researcher can now proceed to the actual survey using the aforementioned instrument.

**Data Gathering Procedure** - This study used a questionnaire as the core data collection tool to explore the interplay between entrepreneurial orientation, resource allocation and strategic planning, and to construct a theoretical framework for knowledge-oriented strategic management. Especially for SMEs in the cultural industry, the questionnaire design shows a high degree of flexibility, allowing the content to be adapted to the specific needs of the study and ensuring the accuracy and relevance of the data. Data collection was mainly done online. Before the collection process, this study has obtained official authorization from the human resources department of the relevant enterprises to ensure the legitimacy and transparency of the study. At the same time, all respondents gave their informed consent, respecting their autonomous will to participate and maintaining data privacy and security. As a result, the author was able to collect high-quality data in an orderly manner, laying a solid foundation for subsequent analysis. This approach not only improved the collection efficiency, but also ensured the scientific and ethical nature of the study. The questionnaire of this study was conceived and designed independently by the researcher, deeply integrating the theoretical framework and empirical research needs. The uniqueness of the questionnaire is reflected in the fact that it is closely related to the specific characteristics of SMEs in the cultural industry and is based on the latest research results in the fields of entrepreneurship orientation, resource allocation, and strategic management practice to ensure the practical value and theoretical depth of data collection. The questionnaire is centered on the three core themes of entrepreneurial orientation, resource allocation, and strategic management practices, and sets up corresponding sub-indicators to comprehensively analyze the impact of these elements on corporate strategy execution.

**Data Analysis** - Weighted mean and rank were used to determine the entrepreneurial orientation as to entrepreneurial learning, market orientation and collaborative learning; assess the resource allocation in terms of allocation priority, efficiency and flexibility; evaluate the strategic management practices as to strategy formulation, implementation and evaluation. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Spearman rho was used as part of the non-parametric tests to determine the significant relationship. All analyses were performed using SPSS version 28.

**Ethical Considerations** - Permission from the institution was granted to this study before it is initiated. To this end, ethical considerations has been practiced in the conduct of the research work to ensure that all information collected were used for research purposes only to maintain the quality and integrity of the research. The researcher properly cited the adopted questionnaires. The researcher also sought the consent of the Private HEIs President by letter and communication to ensure that the target respondents are prepared to answer the necessary research questions. It also ensured the confidentiality and anonymity of the respondents by not seeking their names, as they answer the questionnaires. The researcher also ensured that the respondents voluntarily answer the questionnaires according to their will. The dignity and privacy of the respondents were protected by making them free from physical abuse, verbal abuse and by giving them opportunities for mutual relationships rather than threatening them as they feel they are being studied and seen as having a powerful information seeker.

### 3. Results and discussion

Table 2 is a comprehensive analysis of entrepreneurial orientation. It summarizes the data of relevant dimensions of entrepreneurial orientation, and the comprehensive average score is 2.83, corresponding to the evaluation of "consent". The results show that the respondents generally believe that enterprises have taken positive measures in terms of entrepreneurial orientation, especially in the dimensions of entrepreneurial learning, market orientation and collaborative learning. However, the scores on these dimensions did not reach the level of "strong agreement", indicating that enterprises still need to improve at the entrepreneurial orientation level, especially in integrating entrepreneurial learning with market trends to enhance comprehensive innovation and competitiveness.

Among all the evaluation dimensions, the score of "entrepreneurial learning" is the most significant, with a

weighted average of 2.93, which is expressed as "agreement". A high score in this dimension indicates that respondents recognize the company's outstanding success in entrepreneurial learning, and agree with its practice of supporting employees to continuously learn new knowledge and skills and providing corresponding resources. This is consistent with the research conclusion of Zhou et al. (2020), who pointed out that entrepreneurial learning can stimulate employees' innovative thinking and enhance enterprises' entrepreneurial orientation and market competitiveness. Wang (2021) also stressed that entrepreneurial learning is a key element for enterprises to respond to market changes and promote innovation, which helps enterprises to maintain flexibility and adaptability in complex environments. Therefore, this highest score dimension highlights the positive measures taken by enterprises in cultivating employees' entrepreneurial awareness and innovation ability.

Table 2  
*Summary of Entrepreneurial Orientation*

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Entrepreneurial Learning	2.93	Agree	1
2. Market Orientation	2.80	Agree	2
3. Collaborative Learning	2.76	Agree	3
Composite Mean	2.83	Agree	

*Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-1.49=Disagree; 1.00-1.49=Strongly Disagree*

The following are some of the dimensions used to assess the intermediate score: The weighted average for "market orientation" is 2.80, and the statement is "agree". The weighted average for "collaborative learning" is 2.76, expressed as "agree". The scores of these dimensions are highly similar, indicating that enterprises have invested in the field of market-oriented and collaborative learning, but the overall performance is still conservative. In particular, in the market-oriented dimension, although enterprises have adopted initiatives such as market research to understand customer needs and adjust their strategies accordingly, there is still room for improvement in practical application and response rate.

The dimension with the lowest score was "collaborative learning," with a weighted average of 2.76, meaning "agreement" in verbal statements. The low score in this dimension indicates that although the company advocates employee collaboration and knowledge sharing to a certain extent, the standardization and systematization of collaborative learning still need to be strengthened. This may be due to the lack of efficient collaborative learning platforms and auxiliary mechanisms, resulting in inadequate performance of collaborative learning. According to the research of Zhao et al. (2022), the effectiveness of collaborative learning is often affected by enterprise learning platform and knowledge sharing incentive measures, and the imperfect system process will limit the effectiveness of employees' collaborative learning. Li et al. (2023) also pointed out that collaborative learning is "superficial" in enterprise practice, ignoring the real emphasis on cross-departmental collaboration and knowledge sharing, resulting in a low score in this dimension. Therefore, the lowest score dimension reflects that the company needs to increase its efforts in the construction and implementation of collaborative learning systems.

It can be observed that enterprises show high enthusiasm in the dimension of entrepreneurial learning, ranking first in the score, highlighting that they have recognized the key role of cultivating employees' entrepreneurial learning ability in strengthening innovation and market adaptability. However, in the level of promotion and practice of collaborative learning, there is still room for improvement, especially in the aspect of adding employee collaboration platform and improving incentive mechanism. In addition, although the market orientation has been effective, it still faces challenges in responding quickly to market fluctuations and changes in customer needs. Therefore, enterprises need to continue to make efforts in these aspects to improve the overall entrepreneurial orientation.

Table 3 is the summary of analysis resource allocation, which is used to analyze the overview of resource allocation, and shows the summary of various indicators of resource allocation. Its comprehensive average score is 2.75, corresponding to the "agree" in the statement. This result reveals that most respondents agree with the priorities, efficiency and flexibility shown by the company in resource allocation, which is generally in line with

the basic criteria of enterprise resource allocation. However, the score did not reach the level of "strong agreement", indicating that the company still has room to improve on several indicators of resource allocation.

Table 3

*Summary Table of Resource Allocation*

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Allocation Priority	2.76	Agree	1.5
2. Efficiency	2.76	Agree	1.5
3. Flexibility	2.73	Agree	3
Composite Mean	2.75	Agree	

*Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-1.49=Disagree; 1.00-1.49=Strongly Disagree*

The weighted average values of the two indexes with the highest scores, priority of resource allocation and efficiency of resource allocation, are as high as 2.76, that is, "agree". This result reveals that in the process of resource allocation, the company can firstly implement reasonable allocation according to strategic objectives and priority projects, and ensure the efficiency of resource allocation process. Specifically, a high score on resource allocation priorities indicates that employees recognize that the company clearly sets priorities in the allocation of projects or tasks, ensuring that critical work is supported by adequate resources, and thus improving the efficiency of task execution. The high score of resource allocation efficiency indicates that the company can quickly respond to the demand during resource allocation, strive to reduce the loss and achieve the optimal allocation of resources. These high scores indicate that the company has a certain ability to deploy and manage resources, and can focus limited resources on core tasks and objectives, thereby improving overall operational effectiveness. According to the research of Zhang et al. (2021), priority setting and efficiency scores in resource allocation play a positive role in promoting efficient implementation of enterprise strategies and reducing execution obstacles caused by resource misallocation. At the same time, Li et al. (2020) also pointed out that in terms of resource allocation, efficiency and priority control directly affect the core competitive advantages of enterprises. Especially in the context of rapid market changes, efficient resource scheduling helps enterprises to maintain market leadership.

Of the three indicators with similar scores, 2.73 points belong to "resource allocation flexibility", which corresponds to "agreement". This score indicates that the company does show some flexibility in the allocation of resources, and employees are able to adjust their work or priorities according to the situation. However, flexibility is not enough compared to the priority and efficiency of the configuration. Employees' ability to adapt to and cope with resource changes may be limited by the company's resource management framework and external environmental factors, so the flexibility of resource allocation needs to be improved. Although the "evaluation of flexibility in resource deployment" scored high, it was still at the bottom of the List 8 indicators. The specific score of this indicator is 2.73, and the feedback is "agree", but its score is still lower than the other two indicators. This phenomenon reveals that although enterprises encourage employees to adapt to resource changes to a certain extent, employees may still perceive a lack of flexibility in some specific situations. Especially when resources are tight or unexpected needs emerge, the flexibility of resource allocation may not be able to adequately meet the comprehensive requirements of business needs and market changes. This situation may be due to the fact that enterprises emphasize efficiency and priority management when planning resource allocation strategies, and neglect the skills of finding a balance between flexibly responding to external changes and satisfying internal needs. According to the research of Zheng et al. (2021), the lack of flexibility in resource allocation may lead to the slow response of enterprises in the face of market fluctuations, thus weakening the adaptability and innovation of the overall operation. Wang et al. (2020) also pointed out that flexible resource allocation mechanism can not only effectively respond to emergencies, but also stimulate employees' internal motivation and innovation potential when facing challenges, thus enhancing enterprises' market competitiveness.

Table 4 summarizes the three core elements of strategic management practice: strategy formulation; Strategy implementation; Strategic assessment. Their weighted mean values were 2.66, 2.69 and 2.62 respectively, all within the "agree" range (2.50-3.49). This data shows that the surveyed smes perform well on the whole in terms of strategic management practices, especially in terms of strategy implementation (2.69), which reflects that



most enterprises can effectively implement strategies and ensure the achievement of goals.

Table 4

*Summary Table of Strategic Management Practices*

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Strategy Formulation	2.66	Agree	2
2. Implementation	2.69	Agree	1
3. Evaluation	2.62	Agree	3
Composite Mean	2.66	Agree	

*Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-1.49=Disagree; 1.00-1.49=Strongly Disagree*

First of all, the weighted average of strategy formulation is as high as 2.66, ranking second, indicating that enterprise management has certain decision-making ability and direction perception when formulating strategies. Although this score falls within the "agree" category, it also reflects the possible differences in the importance of strategy development in business operations. In response to changes in the external market environment, enterprises may need to strengthen the forward-looking and adaptive strategy (Liu et al., 2021). Second, the weighted average of strategy implementation is as high as 2.69, ranking first, highlighting the strong ability of SMEs in the execution of strategic objectives. This data shows that enterprises can effectively implement strategies and ensure optimal allocation of resources, thus accelerating the realization of strategic objectives (Li et al., 2022). A high score may indicate that a company operates efficiently in key aspects such as resource allocation and talent management, and has the ability to quickly adapt to market changes and realize its strategic vision. In the end, the weighted average of the strategy evaluation was 2.62, just below the strategy formulation and execution score, ranking third. These results reveal that although many enterprises have achieved good results in the strategy execution stage, the evaluation and feedback system in the later stage of the strategy may be insufficient. Strategic evaluation is crucial for grasping the effect of strategy implementation and adjusting the direction of strategy in time (Zhao et al., 2023). These enterprises may need to strengthen the construction of strategic evaluation system to ensure rapid strategic adjustment in a highly competitive market, so as to improve the effectiveness of overall strategic management.

On the whole, SMEs have achieved remarkable results in strategic management practice, especially in strategy implementation. However, there is still room for improvement in the process of strategy formulation and evaluation, especially in the face of uncertainty and rapidly changing market environment, enterprises need to further strengthen the emphasis on strategic flexibility and foresight. In the future, enterprises should increase investment in strategic evaluation systems, integrating data analysis, market feedback and employee insights to improve strategic adjustment mechanisms. Studies have shown that continuous strategic evaluation and timely adjustment can significantly enhance the adaptability of enterprises, thus consolidating their competitive advantages in the field (Zhang et al., 2021). By building a more efficient strategic management framework, SMEs can achieve more sustainable growth in a volatile market.

Table 5

*Relationship Between Entrepreneurial Orientation and Resource Allocation*

Variables	rho-value	p-value	Interpretation
<b>Entrepreneurial Learning</b>			
Allocation Priority	0.557**	<.001	Highly Significant
Efficiency	0.587**	<.001	Highly Significant
Flexibility	0.518**	<.001	Highly Significant
<b>Market Orientation</b>			
Allocation Priority	0.542**	<.001	Highly Significant
Efficiency	0.566**	<.001	Highly Significant
Flexibility	0.501**	<.001	Highly Significant
<b>Collaborative Learning</b>			
Allocation Priority	0.563**	<.001	Highly Significant
Efficiency	0.593**	<.001	Highly Significant
Flexibility	0.534**	<.001	Highly Significant

*Legend: Significant at p-value <0.01*

Table 5 explores the relationship between entrepreneurial orientation and resource allocation, reveals the correlation between entrepreneurial orientation and resource allocation, and shows the significant correlation between the three dimensions of entrepreneurial orientation: entrepreneurial learning, market orientation and collaborative learning, and the three core elements of resource allocation: priority, efficiency and flexibility. The results of statistical analysis showed that the rho values were all higher than 0.5, and the P-values were all less than 0.001, indicating that these correlations were highly statistically significant at the 1% significance level. Particular attention is paid to the mechanism of the impact of entrepreneurial learning, market orientation and collaborative learning on resource allocation priorities, efficiency and flexibility. The data show that each variable has a highly significant statistical correlation with all aspects of resource allocation (priority, efficiency, flexibility), with p values <0.001, which strongly verifies the powerful effect of these variables on resource allocation. This study reveals that the impact of entrepreneurial orientation on resource allocation goes far beyond the surface level, and actually has a profound impact on the strategy implementation, decision rate and adaptability of organizations. Therefore, it is of great significance to clarify the mechanism of entrepreneurial orientation affecting resource allocation for enterprises to formulate efficient and agile resource allocation strategies in the dynamic market.

The correlation between entrepreneurial learning and optimal allocation of resources, and the correlation between entrepreneurial learning and resource allocation dimensions - allocation priority ( $r=0.557$ ), efficiency ( $r=0.587$ ) and flexibility ( $r=0.518$ ) showed moderate to strong positive correlation. This phenomenon shows that in the process of promoting the deepening of entrepreneurial learning, the effectiveness and flexibility of resource allocation have been significantly improved, which can be reflected as follows:

Allocation priority ( $r=0.557$ ), entrepreneurial learning enables enterprises to keenly perceive external changes such as market demand and technological innovation, optimize resource allocation mechanism, and achieve efficient sequencing of key projects. Through the accumulation of entrepreneurial experience and learning, enterprises can more accurately identify the key projects in the strategic environment and increase the resource investment in these projects. Efficiency ( $r=0.587$ ), entrepreneurial learning enhances enterprise innovation and response rate, optimizing resource allocation efficiency. Specifically, it enhances employee autonomy and decision-making ability, and accelerates the response of resources to changes in market and internal demand. This rapid response significantly improves resource utilization, reduces waste, and improves project and task success. Flexibility ( $r = 0.518$ ). Entrepreneurial learning enhances the adaptability of enterprises in the face of uncertainty and complex environment, which has a decisive impact on the flexibility of resource allocation. The improvement of entrepreneurial learning enables enterprises to adjust resource allocation strategies more agile to cope with the rapid changes of external markets and environments. Under resource constraints, enterprises can effectively adjust priorities and even reorganize existing resources to meet new demands, thus avoiding the waste of resources caused by the solidification mode. Entrepreneurial learning and resource allocation showed a positive correlation in terms of priority, efficiency and flexibility (correlation coefficients  $r$  were 0.557, 0.587 and 0.518, respectively), revealing the following key insights: Entrepreneurial learning directly affects the allocation and use of resources by improving employees' innovation ability and problem-solving strategies.

Entrepreneurial learning not only covers the acquisition and application of new knowledge, but also a process that drives individuals and organizations to constantly adapt to changes and innovate the status quo. By enabling employees to acquire and practice entrepreneurial knowledge, companies can enhance their viability and competitive advantage in a changing market environment. Sarasvathy (2019) pointed out in his book that entrepreneurial learning emphasizes self-adjustment and adaptive thinking, which helps enterprises to evaluate resources more accurately and optimize their allocation, thus improving the priority and efficiency of resource use. From the perspective of practice, the promotion role of entrepreneurial learning deepens employees' cognition of corporate strategy and optimizes resource allocation strategies accordingly. For example, when faced with emerging market opportunities, well-learned employees are able to quickly identify and access core resources to make precise resource allocation and allocation decisions. This learning-oriented resource allocation

model ensures that enterprises stay ahead in the fierce market competition. The research of Zhao et al. (2021) verified this view again, pointing out that entrepreneurial learning not only accelerates the response speed of enterprises to resource allocation, but also significantly improves the flexibility of allocation.

The discussion on the effect of market orientation on resource allocation is of great academic value. It can significantly improve the sensitivity and response ability of enterprises to market signals, and significantly enhance the priority of resource allocation ( $r = 0.542$ ), efficiency ( $r = 0.566$ ) and flexibility ( $r = 0.501$ ). Market orientation helps enterprises to accurately grasp the market demand, optimize the resource allocation strategy, and achieve the purpose and efficiency of resource use. Market-oriented enterprises tend to quickly adjust resource allocation according to market feedback to improve the efficiency of adapting to market dynamics. The research of Narver et al. (2020) showed that market orientation prompts enterprises to pay attention to customer needs, competitive intelligence and industry trends, so as to achieve the accuracy and predictability of resource allocation. This argument is validated by the data in Table 5, which shows that highly market-oriented enterprises are able to optimize resource allocation and ensure that critical projects get the required resources first. In addition, market-oriented firms show greater adaptability in terms of resource allocation flexibility. Specifically, when market demand fluctuates, such companies can quickly deploy resource flows to improve strategy execution. Such flexibility helps enterprises to remain competitive in the fierce market competition. Huang et al. (2023) further pointed out that market orientation promotes the optimization of resource allocation, which not only improves efficiency, but also enhances the adaptability of enterprises to market changes.

Under the framework of collaborative learning, internal departments optimize resource allocation through knowledge sharing and team collaboration mechanism. Inter-departmental cooperation and information flow promote greater efficiency and flexibility in resource allocation. For example, during the project resource allocation process, cross-functional teams can collaboratively identify and prioritize the deployment of critical resources, which improves resource efficiency and reduces waste. Li et al. (2022) also highlighted that collaborative learning has a positive impact on the efficiency of resource allocation. With the help of cooperative learning, enterprises can weaken internal barriers, strengthen resource sharing and collaboration, and ultimately improve the overall operation efficiency. Collaborative learning is not only limited to the internal collaboration of the organization, but also can improve the efficiency of the enterprise's response to the external environment. The cross-departmental collaboration mechanism enables enterprises to respond quickly to market fluctuations, optimize resource allocation strategies, and enhance the flexibility and adaptability of enterprises. This view is consistent with the research of Miller (2023), which emphasizes that collaborative learning can strengthen the enterprise's ability to control resource allocation, promote flexible resource scheduling, and ultimately improve the efficiency of overall strategy implementation.

Table 6  
*Relationship Between Entrepreneurial Orientation and Strategic Management Practices*

Variables	rho-value	p-value	Interpretation
<b>Entrepreneurial Learning</b>			
Strategy Formulation	0.537**	<.001	Highly Significant
Implementation	0.581**	<.001	Highly Significant
Evaluation	0.495**	<.001	Highly Significant
<b>Market Orientation</b>			
Strategy Formulation	0.534**	<.001	Highly Significant
Implementation	0.509**	<.001	Highly Significant
Evaluation	0.537**	<.001	Highly Significant
<b>Collaborative Learning</b>			
Strategy Formulation	0.562**	<.001	Highly Significant
Implementation	0.557**	<.001	Highly Significant
Evaluation	0.530**	<.001	Highly Significant

Legend: Significant at p-value <0.01

Table 6 explores the relationship between entrepreneurial orientation and strategic management practices, showing the clear correlation between entrepreneurial orientation (including entrepreneurial learning, market orientation, collaborative learning) and strategic management practices (i.e., strategy formulation,

implementation, and evaluation). The correlation coefficients ranged from 0.495 to 0.581, and the P-values were all less than 0.001, indicating that these associations were extremely significant at the 1% significance level. Digging into this data provides insight into how entrepreneurial orientation works on different dimensions of strategic management and its potential impact on the long-term success of the business. Links between entrepreneurial learning and implementing strategic management practices : Three core elements of entrepreneurial learning and strategic management: 1. Strategy formulation ( $\rho=0.537$ ); 2. There was a moderate to significant positive correlation between strategy implementation ( $\rho=0.581$ ) and strategy evaluation ( $\rho=0.495$ ). This phenomenon shows that entrepreneurial learning not only improves the enterprise's sensitivity to market and industry dynamics, but also promotes the effective planning, implementation and evaluation of strategies.

Strategy formulation ( $r=0.537$ ). Entrepreneurial learning directly influences the process of strategy formulation by stimulating employees' innovation awareness and market insight. By continuing to learn and incorporate new entrepreneurial experiences, companies can more effectively capture market opportunities, identify potential risks, and use more forward-looking and flexible strategic planning during the strategy development stage. Rae (2019) argued that entrepreneurial learning helps organizations cultivate flexible thinking, enabling them to adjust their strategic orientation in response to changes in the external environment, which is fully confirmed in Table 6. Strategy implementation ( $r=0.581$ ), entrepreneurial learning has a significant impact on it. This suggests that learning and knowledge sharing can improve execution and overall strategy success when implementing strategies. Morris et al. (2017) pointed out that entrepreneurial learning gives enterprises the power to quickly solve problems and assist decision-making, so that challenges and obstacles encountered in strategy execution can be effectively overcome. Therefore, entrepreneurial learning enhances the flexibility and adaptability of strategy implementation, thus boosting the realization of strategic objectives.

Strategic evaluation ( $r=0.495$ ), entrepreneurial learning to facilitate the process of strategic evaluation. By reviewing and reflecting on the implementation results, enterprises can learn from experience, adjust strategies, and optimize resource allocation. It pushes employees and management to place greater emphasis on gaining insights from feedback, and to quickly adjust strategic direction to keep pace with market changes. The research on the influence of market orientation on strategic management practice shows that there is a significant positive correlation between market orientation and strategic management links: strategy formulation, implementation and evaluation ( $r$  values= $0.534$ ,  $0.509$  and  $0.537$ , respectively). This phenomenon reveals that a high degree of market orientation can enhance the execution and adaptability of each stage of corporate strategy. Strategy formulation ( $r=0.534$ ), market-oriented enterprises are keen to capture market demand, customer preferences and competitive situation. Efficient access to this information facilitates accurate strategy formulation and timely decision making. Slater et al. (2020) pointed out that market orientation not only helps enterprises identify opportunities, but also enhances strategic adaptability and response speed, ensuring stable development of enterprises in complex markets. Strategy implementation ( $r=0.509$ ), strong market orientation drives enterprises to focus more on customer needs and market feedback during the strategy implementation, so as to ensure that the strategic plan can be flexibly adapted to the continuously changing market situation. Jaworski et al. (2019) demonstrated that market orientation enhances a firm's "market insight," enabling it to respond quickly to market fluctuations during the strategy implementation phase, thereby increasing the probability of successful strategy implementation.

In strategic evaluation ( $r=0.537$ ), market orientation can improve the effectiveness of strategic evaluation. Through market feedback mechanisms, companies can quickly judge the effectiveness of strategies, identify problems and make adjustments accordingly. Market orientation encourages enterprises to focus more on customer-centric strategic adjustment to ensure that the implementation of strategy fully conforms to market demand. The relationship between collaborative learning and strategic management practice shows that collaborative learning plays an important role in all stages of strategy formulation, implementation and evaluation, and is positively correlated with each stage ( $r$  values are  $0.562$ ,  $0.557$ ,  $0.530$  in order), indicating that enterprises attach importance to collaborative learning to promote better execution and improvement in all

aspects of strategic management. Strategy formulation ( $r=0.562$ ), through collaborative learning to promote cross-departmental knowledge sharing and information flow, in the strategic planning stage, enterprises can gather multi-field expertise and experience, to develop a more comprehensive and forward-looking strategy. Tushman et al. (2021) emphasized that collaborative learning eliminates departmental information barriers, helps enterprises accurately identify cross-departmental collaboration opportunities, and makes strategy formulation comprehensive and efficient.

Strategy implementation ( $r=0.557$ ), collaborative learning strengthens team collaboration and resource integration in strategy implementation. With cross-departmental collaboration, strategy implementation is smoother and resource scheduling is efficient. Collaborative learning not only improves the individual ability of employees, but also promotes the generation of team innovative solutions and execution strategies. Collaborative learning also improved the effectiveness of strategic evaluation ( $r=0.530$ ). With the help of team cooperation and collective feedback, enterprises can more comprehensively examine the advantages and disadvantages of strategy implementation, and quickly adjust the strategic orientation. According to Edmondson (2018), collaborative learning can deepen trust and openness among team members, which in turn drives a more efficient and in-depth strategic evaluation process.

Table 7

*Relationship Between Resource Allocation and Strategic Management Practices*

Variables	rho-value	p-value	Interpretation
Allocation Priority			
Strategy Formulation	0.506**	<.001	Highly Significant
Implementation	0.527**	<.001	Highly Significant
Evaluation	0.511**	<.001	Highly Significant
Efficiency			
Strategy Formulation	0.538**	<.001	Highly Significant
Implementation	0.583**	<.001	Highly Significant
Evaluation	0.541**	<.001	Highly Significant
Flexibility			
Strategy Formulation	0.515**	<.001	Highly Significant
Implementation	0.541**	<.001	Highly Significant
Evaluation	0.532**	<.001	Highly Significant

Legend: Significant at p-value <0.01

Table 7 shows the three core dimensions of resource allocation: priority, efficiency, and flexibility, and their close links with strategic management practices (including strategy formulation, implementation, and evaluation). The results of statistical analysis showed that the correlation coefficients between these variables ranged from 0.506 to 0.583, and all of them were highly significant ( $p<0.001$ ). This finding highlights the central role of resource allocation in promoting the success of strategic management and provides important reference for optimization strategies for SMEs in the cultural field.

The following is a detailed analysis and in-depth recommendations: In the analysis of the effect of resource allocation priority on strategic management, the correlation between resource allocation priority and strategy formulation ( $p=0.506$ ), implementation ( $p=0.527$ ) and evaluation ( $p=0.511$ ) showed significant positive correlation. The results show that if SMEs in cultural industry allocate resources according to the urgency and importance of strategic goals, their overall strategic performance will be significantly improved. The research of Brem et al. (2019) showed that priority management can enhance the decision-making efficiency of organizations and improve the execution efficiency of key tasks in resource-constrained situations. For cultural SMEs, this point is particularly prominent, because they often face the challenges of resource constraints and rapid market changes. The following path is needed to optimize priority management: set clear criteria for allocating resources, and first support cultural projects and innovative initiatives with long-term benefits. Periodically evaluate the effectiveness of resource allocation decisions to ensure that resources continue to be focused on the highest priority areas. In addition, a clear prioritization management mechanism can effectively reduce resource waste and build a solid foundation for the planning and implementation of strategic objectives.

As for the key role of resource allocation efficiency, there is a significant correlation between resource allocation efficiency and strategy formulation ( $p=0.538$ ), implementation stage ( $p=0.583$ ) and evaluation link ( $p=0.541$ ), indicating that efficient resource utilization directly improves the effectiveness of strategic management implementation. Especially for cultural SMEs, the improvement of resource efficiency can optimize output under limited budget constraints, thus enhancing market competitiveness. Schmidt et al. (2021) proved that resource efficiency is closely related to the realization of firm innovation and the realization of strategic goals. By improving resource allocation processes to minimize waste, businesses can improve returns while reducing costs. Therefore, culture-oriented SMEs can take the following steps: Introduce digital tools (such as project management systems, budget tracking software, etc.) to achieve real-time monitoring of resource usage to enhance allocation efficiency. Build resource optimization team/position, focus on resource allocation planning and supervision. Effective resource management enhances transparency and sustainability, which in turn enhances the accuracy and impartiality of strategic assessments. Exploring the adaptive characteristics of resource allocation flexibility in strategic management, there is a significant correlation between resource allocation flexibility and strategy formulation ( $\rho=0.515$ ), implementation ( $\rho=0.541$ ) and evaluation ( $\rho=0.532$ ). This result reveals that in a highly dynamic cultural market, Flexible resource management is essential for organizations to adapt to change. This flexibility allows companies to quickly deploy resources in response to fluctuating market demand or external challenges to achieve new strategic goals.

### ***Knowledge-based Strategic Management Framework***

Entrepreneurial Orientation (EO) constitutes the initial phase and driving force of the entire framework. It uses the characteristics of market orientation, collaborative team learning and risk-taking to stimulate a company's innovation potential and point the organization in a new direction. Being market-oriented, companies can accurately understand the needs of the market through external knowledge inputs, while collaborative learning helps knowledge to be transferred and accumulated faster through the in-depth cooperation between internal teams and external networks. This multi-dimensional learning strategy allows companies not only to quickly identify opportunities in the environment, but also to gain a first-mover advantage in the ever-changing and unstable market environment. At the same time, the risk tolerance emphasized by the entrepreneurial orientation encourages SMEs to break through the limited resources and information asymmetry and strive to make innovative attempts or explore new market opportunities.

Within the whole framework, the allocation of resources plays a connecting and supporting role, and it is the core element that transforms entrepreneurial-oriented innovative thinking into practical operational strategies. When firms prioritize the allocation of resources to areas that are closely related to knowledge innovation and sharing, this not only ensures that strategic objectives are met, but also provides the organization with the flexibility to adapt quickly when the external environment changes. For example, when SMEs are faced with scarcity of resources, they can adopt a lean management approach to increase efficiency in resource utilization, reduce unnecessary waste and enhance support for core knowledge activities. Also, flexibility in resource allocation is reflected in investments in strategic human capital. Through targeted talent training programs, companies can not only improve the technical skills of their employees, but also enhance their understanding and application of organizational knowledge, thereby building competitive advantage in the long term.

Strategic planning constitutes a key component for knowledge to be integrated holistically within a holistic framework. Knowledge-driven strategic planning tends to emphasize the interactions and exchanges between internal tacit knowledge and external explicit knowledge, as opposed to traditional approaches that rely on experience or data for planning. By building a knowledge management system, companies are able to tightly integrate market insights, resource allocation priorities, and strategic objectives, resulting in clear and executable processes during the strategic planning process. In addition, during project execution, companies have the ability to build a real-time monitoring system for continuous dynamic evaluation of project execution status, so that they can quickly adjust their strategic direction when needed. This knowledge-based strategy evaluation mechanism not only enhances the efficiency of strategy implementation, but also helps companies quickly

capture market feedback to avoid potential implementation errors.

The importance of a knowledge-based strategic management framework is demonstrated by the fact that it assists SMEs in building their distinctive capabilities and enduring competitiveness in the face of limited resources and unstable markets by treating knowledge as a key asset. While entrepreneurial orientation provides direction to the enterprise and ensures efficiency and flexibility in resource allocation, strategic planning integrates these two aspects and shapes a clear trajectory for the enterprise. The framework not only helps to improve the quality of firms in terms of strategic decision-making, but also assists firms in rapidly adapting to the changing market environment through a dynamic adjustment mechanism to ensure that they gain and maintain their competitiveness in this rapidly changing market environment (Dess et al. 2017).

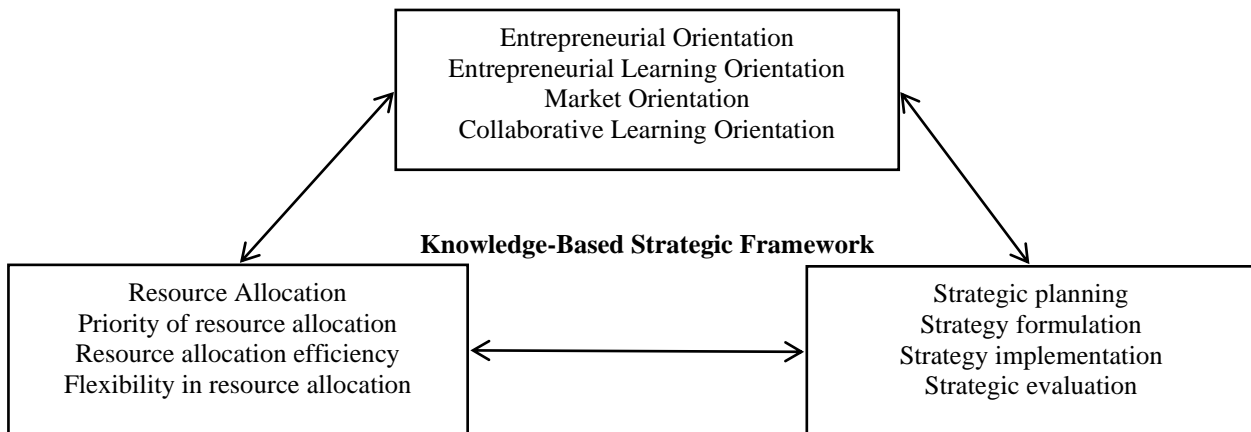


Figure 1: Knowledge-Based Strategic Framework

#### 4. Conclusions and recommendations

Respondents demonstrated a generally agreement on the respondents entrepreneurial orientation in the areas of entrepreneurial learning, market orientation, and collaborative learning. The respondents agreed on the resource allocation of their SME's in as to allocation priorities, efficiency, and flexibility which provides a solid foundation for future strategic planning and decision-making. The study found agreement on the SME's strategic management practices regarding strategy formulation, implementation, and evaluation practices indicating a strong strategic management framework within the organizations. A high significant relationship was found among entrepreneurial orientation, resource allocation and strategic management practices. A knowledge-based strategic management framework was developed for SME's to achieve a competitive advantage and long-term success.

The SME's may organize a peer learning groups to encourage collective learning as well as promote entrepreneurial orientation. With group of business owners encountering the same problem and sharing the same objective, SMEs would exchange practices, provide assistance, come up with ideas, and create networks. In order to improve the efficiency of resource allocation, the SME's may adopt a strategic approach which may balance short-term needs with long-term goals. They may also apply lean techniques, can enhance resource utilization and reduce waste. To effectively evaluate strategies, SMEs may implement a strong evaluation process which involves setting clear performance metrics, regularly monitoring progress, and conducting periodic reviews. The knowledge-based strategic management framework may be utilized by the SMEs to improve their unique capabilities and sustainable competitive advantages based on knowledge and intellectual capital. Future researchers may examine the role of digital technologies, such as artificial intelligence, machine learning, and the Internet of Things, in shaping entrepreneurial orientation and resource allocation in SMEs.

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