

Research on the impact of financial technology and strategic flexibility on business model innovation and implement strategy of high-tech enterprises in the context of smart economy

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Abstract: Under the development of the smart economy, the rapid iteration of technology and intensifying competition create an urgent need for high-tech enterprises to innovate their business models. By conducting research on past literature and statistics, this paper studies how financial technology (Fintech) and strategic flexibility impact business model innovation (BMI) in high-tech companies and their implementation strategies. This study draws four conclusions. 1. The growth of the smart economy has intensified both financing constraints and competitive pressures on high-tech enterprises, fundamentally reshaping their innovation logic. 2. Fintech influences business model innovation in both direct and indirect ways: it alleviates financing constraints while also enhancing companies' product customization, process automation, and risk-based pricing mechanisms. 3. Strategic flexibility lays the foundation for organizations upon which business model innovation depends. 4. Business model innovation should be recognized not as a discrete project but rather as a continuous, iterative process requiring sustained organizational commitment. The findings provide further insight into the mechanisms through which Fintech and strategic flexibility impact BMI in high-tech enterprises and assist them in making wise decisions under pressure.

Keywords: Business model innovation, Financial technology, Smart economy, Strategic flexibility.

1. Introduction

With a new round of artificial intelligence (AI)-driven technological revolution approaching, the world has entered a new era of the smart economy. The smart economy is a new economic form that has stemmed from the advanced state of the digital economy, using data, computing power, and algorithms as support [1, 2]. Featuring human-computer collaboration, in-depth cross-industry integration, and co-creation and sharing, the smart economy boosts the formation of new industries, business forms, and models [1]. It takes data and knowledge as key production factors and encourages the development of new quality productivity through technological breakthroughs, factor allocation, and industrial upgrades [3]. Unlike traditional economic forms, the smart economy lessens industries' reliance on physical resources, resulting in a positive cycle between technological innovation and economic growth [4]. In addition, the deepened integration of humans and computers also marks a change in the relationship between the two. From the original one-way use to mutual improvement, the new relationship promotes the strengths of both humans and computers, creating a synergistic effect on the economy [4].

However, accompanying the development of the smart economy is the increasing financing gap for high-tech enterprises. The virtualization of companies' capital has brought information asymmetry and a mismatch between risk and gain, thereby resulting in financing difficulties for high-tech companies. The rise of the smart economy also means high-speed iteration in the AI industry, which could greatly influence the market, bringing shocks to high-tech enterprises. Under this environment, high-tech

enterprises may face challenges in securing funds for research and development (R&D) and maintaining strong competitiveness in the market. Therefore, a company's financial technology capability and strategic flexibility, and how they drive its business model innovation, determine whether it can maintain resilience and continue self-improvement in the rickety market environment.

From a theoretical perspective, research remains lacking on how, under current circumstances, strategic flexibility and financial technology influence business model innovation in high-tech companies. Few existing studies have analyzed the mechanisms through which fintech and strategic flexibility influence high-tech corporations' business model innovation in the context of the smart economy.

By combining theoretical research and practical implementation strategy analysis, this article focuses on how financial technology and strategic flexibility influence business model innovation in high-tech companies, aiming to better explain these effects in the age of the smart economy and help high-tech enterprises make wiser decisions under pressure.

2. Literature Review and Outlook

In order to clarify the relationships and mechanisms among the intelligent economy, financial technology, strategic flexibility, and business model innovation, this paper examines and reviews previous studies on these four topics. The study then concludes by reflecting on the limitations of existing studies and how they can be improved.

2.1. Literature Review on Smart Economy

As the new era approaches, studies on this topic have increased significantly. Scholars from all across the world have conducted research on what the smart economy means, how it affects other factors, and what challenges it faces.

Table 1.
Literature review on smart economy.

Author	Year	Idea
Su [5]	2020	The smart economy has brought about the digitization of the means of production. Some traditional instruments of labor have been replaced by intelligent ones, and data and algorithms have become important, independent means of labor. Meanwhile, consumers are promoting intelligent instruments of labor through the accumulation and processing of big data [5].
Xue, et al. [6]	2025	Artificial intelligence has a positive impact on the innovative resilience of companies operating in highly competitive markets that follow the economic cycle, and a negative impact on those operating in low-competitive markets. It also initially inhibits, but later promotes, the innovative resilience of enterprises during adverse economic cycles [6].
Zhou and Li [4]	2026	The smart economy is a new economic form driven by artificial intelligence, supported by "data + computing power + algorithms," and featuring human-computer combination, cross-subject integration, and co-creation and sharing [4].
Zhang and Xu [2]	2026	A smart economy is not merely the result of technological advancement or the expansion of AI applications, but rather a systemic economic restructuring process based on continuous technological breakthroughs [2].
Jing [7]	2026	The smart economic form is the intelligent mode of production, constituted by intelligent productivity and intelligent productive relationships [7].
Li and Wan [8]	2026	The smart economy positively influences the high-quality development of strategic emerging industries by promoting digital transformation and expanding local markets [8].
Cheng, et al. [9]	2026	The development of smart technology brings potential risks from macroscopic, microcosmic, and medium-level perspectives. AI's sudden expansion in its ability to provide services causes an imbalance between supply and demand. Additionally, it has influenced the industry's environment and market factors while posing information security issues and ethical problems [9].
Zhou and He [10]	2026	The smart economy has reshaped business models, shifting the core logic of value creation toward data-driven decision-making and ecological, collaborative innovation, while leading industry structures to become more intelligent and compatible. It also boosts global economic development toward a multipolar trend [10].

The chart above shows some recent studies on the smart economy. It can be seen that smart technology has brought about the digitization of many aspects of production activities, including a company's workforce and capital. The growth of the smart economy has brought industry challenges such as a turbulent market environment and increased competitive intensity, but it also symbolizes the growth of the global economy, bringing new opportunities. In this paper, the boost of the smart economy is viewed as a cause that has shifted the implementation of fintech and strategic flexibility in high-tech corporations.

2.2. Literature Review on Financial Technology

Financial technology (Fintech) is a new type of relationship between internet-related technology and businesses within the financial services industry [11]. Its core is to reshape the financial industry through technology, making financial services faster, cheaper, and more convenient for the public by using big data, artificial intelligence (AI), and blockchain. As fintech's importance increases with the growth of the intelligent economy, it has become a focus for scholars worldwide.

Table 2.
Literature review on financial technology.

Author	Year	Idea
Xiang, et al. [12]	2023	A company's financial technology capabilities can improve its financing situation and control over financial resources, thereby assisting the company's digital transformation [12].
Zhang and Ye [13]	2024	Fintech can increase an enterprise's level of investment in technical innovation by enhancing the company management's information-learning ability, increasing analysts' attention to technical innovation activities and transmitted information, and decreasing prediction deviations [13].
Jing [14]	2025	Fintech raises the efficiency of resource allocation and, together, increases the technology spillover effect, directly influencing the company's innovation quality. Fintech also indirectly improves corporate innovation quality by alleviating financial mismatches, enhancing the quantity of information disclosure, and strengthening the level of data elements [14].
Liu, et al. [15]	2025	Based on data from listed companies in China, the study found that fintech can significantly enhance corporate environmental, social, and governance (ESG) performance by breaking down information barriers, optimizing investment structures, and stimulating green innovation [15].
Liu, et al. [16]	2025	Fintech can alleviate financing constraints by lowering financing costs and increasing information transparency, especially in small enterprises [16].
Lang [17]	2025	Fintech can solve information asymmetry, assisting financial institutions in assessing enterprises' credit levels. It raises financing efficiency while managing real-time risks using technologies like blockchain and realizing differentiated risk pricing [17].
Jiang [18]	2025	Blockchain increases transparency and safety, thereby realizing the automation and intellectualization of financial processes and improving the efficiency and outcomes of financial management [18].
Wang [19]	2026	Through examining the categories of financing methods, including equity financing, debt financing, and hybrid financing, and studying the internal relationships and mechanisms among them, the author found that systematic financing can help corporations strengthen their source-distribution ability and adaptability [19].
Sun and Wang [20]	2026	Fintech promotes enterprises' technological innovation, factor optimization, and industrial transformation and upgrading by alleviating financing constraints, cultivating patient capital, and improving internal governance, especially in medium- or small-sized, high-tech, low-pollution industries [20].

The table above demonstrates that fintech can improve enterprises' financing situations. Inferred from previous studies, fintech can help enterprises better control their capital investment, raise financial efficiency, and alleviate financing constraints through technologies like blockchain and big-data collection, resulting in a higher level of resource flexibility.

2.3. Literature Review on Strategic Flexibility

The term “strategic flexibility” originally came from and was applied on the battlefield. It has now been introduced into business as the soft ability that helps corporations adjust their direction and adapt to fluctuations in the external environment. This paper examines previous studies on this subject to see how it is defined and how it affects other economic factors.

Table 3.

Literature review on strategic flexibility.

Author	Year	Idea
Wang, et al. [21]	2022	Strategic flexibility is an ability that helps corporations obtain and control rare resources, quickly integrate internal and external resources, actively adjust their strategic decisions, seize development opportunities, and thus gain greater competitive advantage [21].
Awais, et al. [22]	2023	Strategic flexibility is positively associated with organizational performance, with innovation playing a partial mediating role [22].
Guo and Chen [23]	2024	Resource flexibility and coordination flexibility both have positive effects on a corporation's emergency response and strategic transformation. Digitization influences the enterprise's strategic transformation and emergency response, respectively, through resource flexibility and coordination flexibility [23].
Zhu and Ye [24]	2024	Resource flexibility can distribute existing resources within corporations and influence corporations' internal environmental innovation, while coordination flexibility helps enterprises respond to consumer demands, thereby enhancing enterprises' external environmental innovation [24].
Ciacci, et al. [25]	2025	Both strategic decision support and operational support for digital technologies have positive effects on corporate business model efficiency, with strategic flexibility strengthening the relationship between strategic decision support for digital technologies and business model efficiency [25].
Wu [26]	2025	Strategic flexibility provides internal support for dynamic adaptability, while dynamic adaptability reflects the performance of a company's strategic flexibility when applied to the market environment. Meanwhile, corporations still face problems such as conceptual misunderstandings, rigid organizational structures, and weak management forecasting abilities [26].
Jia [27]	2025	In the context of technological innovation driving the revolution of industries, efficient cooperation and continuous evolution in organizational capabilities have become highly important for high-tech companies. Thus, building an agile and intelligent talent operation system has become the foundation for high-tech enterprises to create sustainable innovation capabilities and competitive advantages [27].
Zhou and Li [28]	2026	The unstable environment can be categorized into three aspects: market uncertainty, technological uncertainty, and policy uncertainty [28].

Since it is a young topic, there have been few studies related to strategic flexibility in recent years. As concluded by previous research, strategic flexibility assists corporations in dealing with both immediate crises and long-term transitions, providing the dynamic ability enterprises need under such turbulent situations. The improvement of a corporation's strategic flexibility can later contribute to its business model innovation, providing the company with the ability to withstand quick trials and errors. This paper will mainly focus on resource flexibility and coordination flexibility, the two branches of strategic flexibility. Resource flexibility emphasizes the variety and quantity of resources available within the corporation, dealing with internal pressure, while coordination flexibility allows the corporation to better gather and redistribute resources to meet customers' needs, giving the company the ability to conduct quick trials and errors.

2.4. Literature Review on Business Model Innovation

The business model was originally initiated as a design mechanism for value creation and value acquisition [29].

Table 4.
Literature review on business model innovation.

Author	Year	Idea
Chen and Shen [30]	2020	Entrepreneurial tendency has a positive impact on both resource flexibility and coordination flexibility. These two types of strategic flexibility also have partly mediating effects between entrepreneurial tendency and business model innovation [30].
Andreini, et al. [31]	2022	BMI was defined as “a set of deliberate acts that managers and entrepreneurs perform over time to change the BM components and architecture consistently and innovatively,” with the ultimate goal of business model innovation being to gain a strategic advantage [31].
Zhengang, et al. [32]	2022	Digitization of the company can positively impact business model innovation through knowledge management [32].
Haftor and Costa [33]	2023	Systematically divided business model innovation into five dimensions: exchangeabilities, activities, actors, transaction mechanisms, and governance setup. Modifications in each dimension may result in changes to the firm’s business model [33].
Cheng and Yang [34]	2022	Digitization has a positive impact on the company’s business model innovation, which indirectly has a positive influence on enterprise performance through strategic flexibility. Meanwhile, digitization and business model innovation also promote the growth of strategic flexibility [34].
Wu, et al. [35]	2024	Through investigating several entrepreneurial enterprises established within eight years, the researchers discovered that entrepreneurial bricolage positively moderates company performance through business model innovation. Growth in entrepreneurial performance would, in turn, improve business model innovation [35].
Ramadan, et al. [36]	2024	Strategic entrepreneurial behaviors positively affect business performance (BP) directly and indirectly through BMI, with competition intensity (CI) mediating the relationships between strategic entrepreneurial behaviors and BMI, as well as between BMI and BP [36].
Xu [37]	2026	Categorizing the paths of business model innovation for enterprises empowered by digitization into more customized products and services, an operating mode forming an intelligent closed loop, a profit model transforming into diversified value capture, and a more open and symbiotic competitive state. However, under the influence of digitization, companies also suffer from dilemmas such as the blind worship of technology, a lack of organizational capabilities, and shortcomings in data governance [37].

Business model innovation has long been an important topic for all enterprises. The chart above lists some previous studies related to BMI, from which it can be inferred that business model innovation is positively influenced by the current intelligent economy era and further influences corporate business performance. BMI is also crucial under these circumstances, as customers’ needs are becoming more varied and customized. This article will further examine how BMI is influenced by fintech and strategic flexibility.

2.5. Literature Review on New Quality Productivity

As the development of smart technology requires new quality productivity, it also boosts the formation and growth of new quality productivity [38]. Studies on new quality productivity have been sufficient in China. This paper will briefly review the definition, motivators, and challenges of new quality productivity.

Table 5.
Literature review on new quality productivity.

Author	Year	Idea
Yuan and Han [39]	2024	Artificial intelligence can drive the development of new quality productivity in early-established and large-scale high-tech enterprises through innovation-driven initiatives, personal motivation effects, and labor allocation effects [39].
Zhang and Zhao [40]	2025	Corporates can use fintech to raise their new quality productivity level by improving innovation capabilities and alleviating financing constraints [40].
Xi [41]	2025	Defined new quality productivity as “the new development concept that has innovation playing a leading role, breaking away from the traditional economic growth model and the path of improving productive-force quality” [41].
Qin [42]	2026	Scholars from China examined new quality productivity from perspectives including computing power, its components, technological breakthroughs, productivity evolution, and technological empowerment, viewing its core as technological innovation driving a qualitative leap in productivity [42].
Tong and Wu [3]	2026	The smart economy in China still faces problems concerning labor, the means of labor, and the subject of labor, such as pressure from structural disequilibrium and technological shifts, core technology bottlenecks and unsmooth data sharing, as well as difficulties in integrating reality and virtual governance and achieving value realization. Thus, the further development of the smart economy is required to empower the transformation of labor factors and promote the upgrading of new quality productivity [3].

From previous studies, scholars have mostly reached a definition of new quality productivity as innovation-driven qualitative change. Its development is primarily driven by both technology and policy. However, new quality productivity still faces structural obstacles that have yet to be fixed.

2.6. Mechanism

Changes in the economy have increased the intensity of competition, which has driven the digitization of high-tech companies' capital and created requirements for new product qualification and strong strategic flexibility. This has resulted in financing difficulties for high-tech enterprises, also requiring them to improve their financial technology capabilities. Financial technology capabilities can strengthen a company's strategic flexibility, especially resource flexibility, and indirectly help the enterprise achieve business model innovation while also boosting the growth of the company's new quality productivity. Additionally, a corporation's financial technology capabilities help provide risk control for its business model innovation. Furthermore, the upgrade in the business model would also have a reverse boosting effect on competition intensity, thereby creating a cycle (Figure 1).

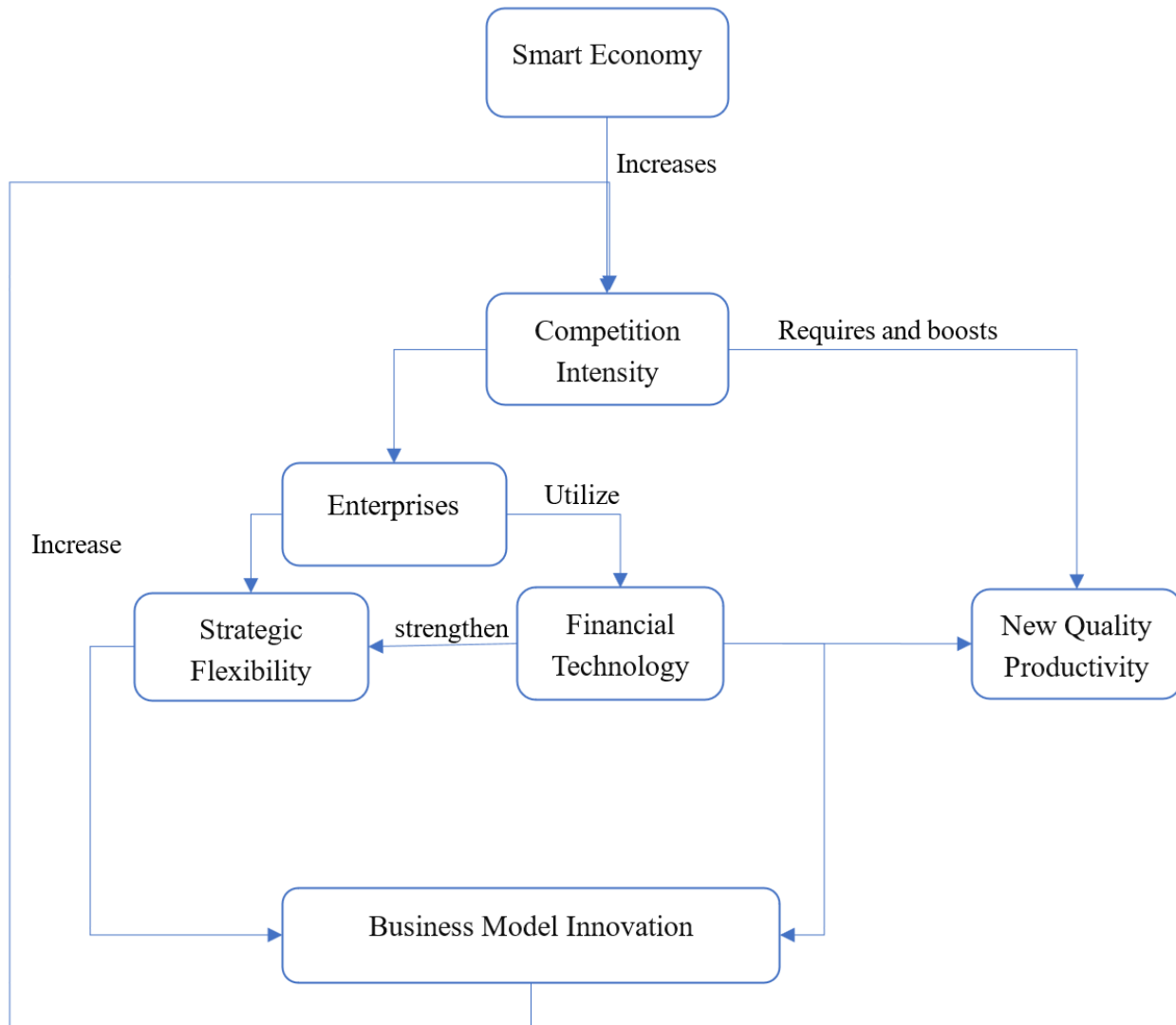


Figure 1.
The Mechanism Through Which Smart Economy, Financial Technology, Strategic Flexibility, and Business Model Innovation Work.

2.7. Overview

In general, existing research in the fields of the smart economy, fintech, strategic flexibility, business model innovation, and new quality productivity has discussed the links between these factors. Most studies generally agree that, under the influence of the smart economy, competition in industries has intensified, creating more challenges and opportunities. However, there is a lack of studies on how companies can utilize fintech and strategic flexibility to enhance their business model innovation. Thus, this paper will examine the impact of financial technology and strategic flexibility on business model innovation and the implementation strategies of high-tech enterprises in the context of the smart economy, thereby addressing the shortcomings of existing studies.

3. The Current Situation and Analysis of High-Tech Enterprises' Financial Technology and Strategic Flexibility

High-tech corporates usually feature technical innovation, high risk, a turbulent market environment, high dependence on talent, high capital investment, and high profit potential [43]. Under these circumstances, rare innovation resources, such as high-end talent, technological knowledge, and research funding, have become the main focus of competition between companies. This leads corporates to choose similar directions during the innovation process. Resource constraints also restrain enterprises from developing specialized advantages, resulting in innovation capabilities being concentrated in fewer technical tracks. Therefore, companies tend to follow business models or technical paths proven successful to evade risks, causing their products and technologies to become increasingly homogenized [44]. This means that intensifying industry competition calls for improvements and innovation in corporates' fintech abilities and strategic flexibility.

3.1. Current State and Analysis of High-Tech Companies' Fintech Ability: Financing Constraints Remain a Prominent Issue

Under the influence of the high-speed smart economy, financing conditions for high-tech enterprises feature overall improvement alongside structural contradictions.

Currently, most high-tech corporations face financing difficulties. From the perspective of industry prosperity, reports by the China Association of Small and Medium Enterprises on China's Small and Medium Enterprises Development Index (SMEDI) showed that the index remained below the 100-point mark, fluctuating between 88.9 and 89.5. This indicates low industry prosperity and that small and medium-sized high-tech enterprises still face widespread pressure when acquiring funds (Figure 2).

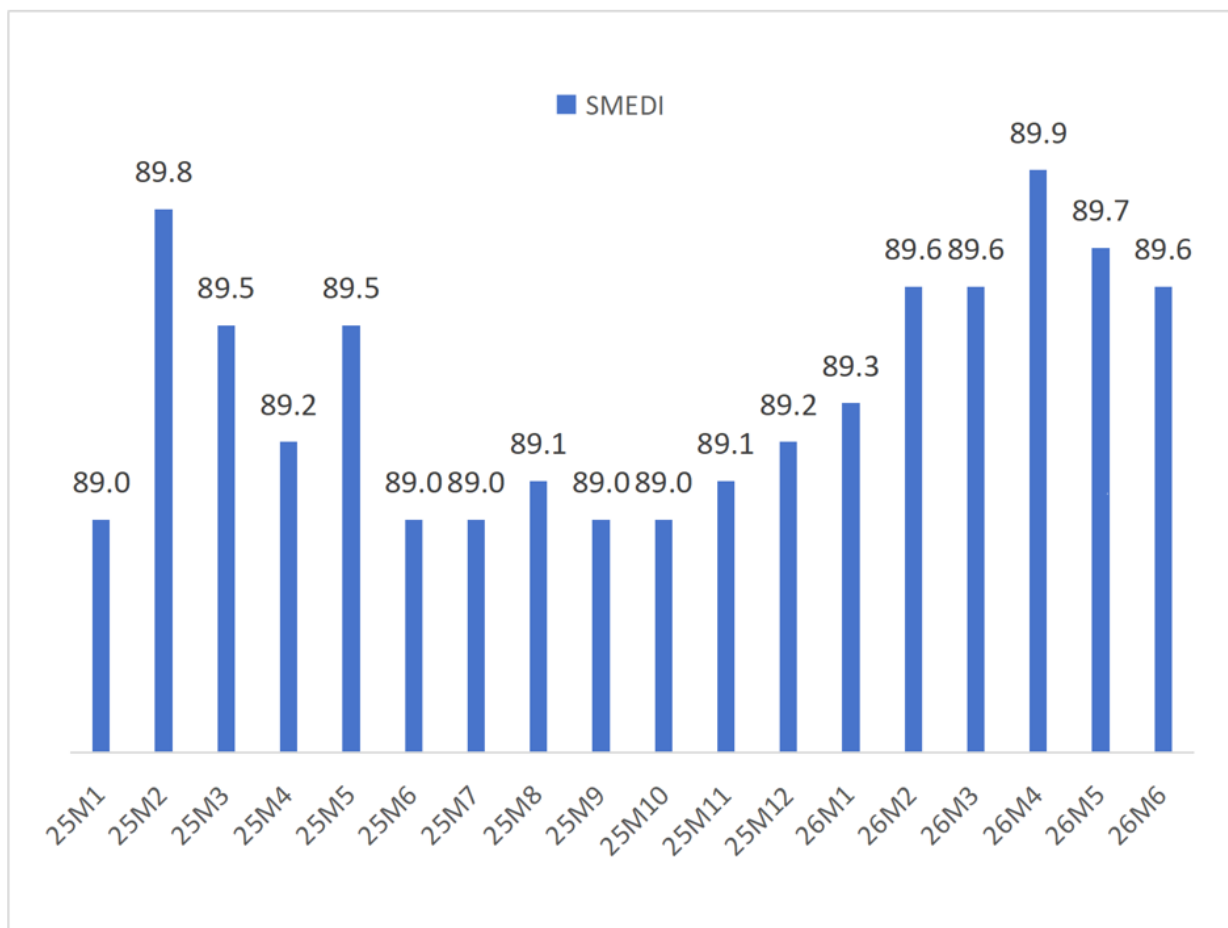


Figure 2.

Small and Medium Enterprises Development Index (SMEDI) from January 2025 to June 2026.

Source: China Association of Small and Medium Enterprises.

Meanwhile, data from the People's Bank of China's Statistical Report on Loan Allocation of Financial Institutions in the First Quarter of 2026 demonstrated that the year-on-year growth rate of the loan balance for technology-based small and medium-sized high-tech companies was 13.6%. Although this statistic is higher than the average growth rate of loans to all enterprises during the same period, the absolute scale remains relatively limited. The year-on-year growth rate of the stock of social financing has also continuously decreased since July 2025 (Figure 3), implying increasing financing difficulties for enterprises overall.

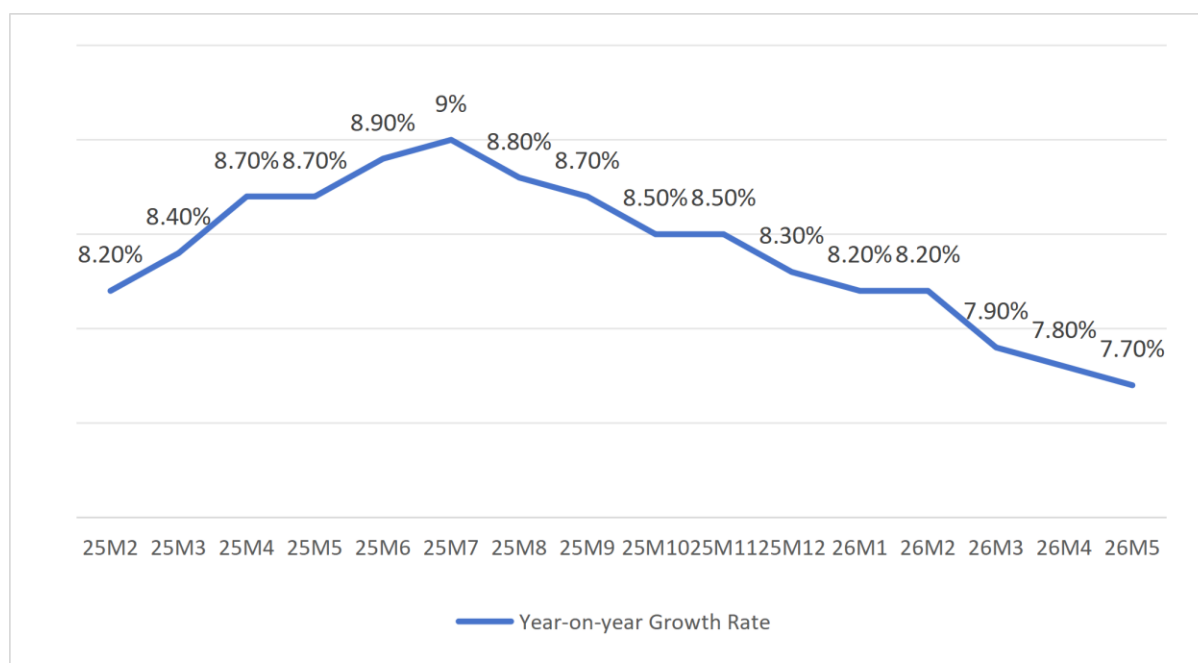


Figure 3.

Year-on-year Growth Rate of the Stock of Social Financing Volume from February 2025 to May 2026.

Source: Reports on the Statistics of the Stock on Social Financing, the People's Bank of China

The statistics above demonstrate the intensification of financing difficulties across all industries, suggesting the emerging effect of financial resources shifting toward high-tech enterprises and indicating that the remaining structural gap still needs to be fundamentally bridged.

The underlying cause of this phenomenon is the asset structure of high-tech enterprises. The “light asset” characteristics of high-tech enterprises put them at a disadvantage when applying for traditional mortgage loans. This structural contradiction further proves that the value of high-tech enterprises mainly lies in intellectual property, technological patents, and human capital. These intangible assets make it difficult for the traditional economic system to identify and price them, resulting in financing difficulties under conditions of information asymmetry.

The development of fintech is alleviating this contraction. Peking University's Digital Financial Inclusion Index showed that the national Digital Financial Inclusion Index rose from 2011 to 2021, with an average annual growth rate of 26.9%, reflecting how technologies such as big data and blockchain are gradually reducing information barriers between financial institutions and enterprises. However, it should be noted that the regional coefficient of variation for this index remains relatively high, meaning that fintech's alleviating effect on information asymmetry is still obviously uneven.

3.2. Current Situation of High-Tech Corporates' Strategic Flexibility: The Coexistence of Highly Turbulent Environment and Internal Response Lag

One of the most prominent traits of the smart economy era is the accelerating speed of technological iteration, posing higher requirements for enterprises' strategic flexibility. It can be inferred from the Development of Artificial Intelligence White Papers that the average iteration cycle of mainstream AI technologies has shortened from several months to a few weeks. In the meantime, the Annual Report on Intellectual Property Statistics from the China National Intellectual Property Administration (CNIPA) reported that the number of recognized patents in 2025 reached 972 thousand. The acceleration in the speed of technological iteration and the increasing number of patent applications jointly indicate that the external environment of high-tech enterprises has entered a new normal of high turbulence. If

corporations fail to adjust their resource allocation and business direction in time, they can easily lose their competitive advantage.

Compared with the high turbulence of the external environment, many high-tech enterprises still face a lack of internal resource coordination flexibility. Numerous cases of digital transformation among traditional enterprises recorded in the Tsinghua Management Review Case Library indicate that most enterprises face insufficient coordination flexibility, manifested in departmental barriers and lengthy decision-making chains during the early stages of transformation.

The homogenization of technological competition also magnified the negative effect of a lack of strategic flexibility. Insufficient differential performance results in the inadequate utilization of source integration, information sharing, and collaborative innovation in the industry, further causing a decrease in overall competitiveness [45]. When most enterprises focus on similar technical paths within the industry, market competition will evolve toward homogenization, increasing the difficulty for companies that lack strategic flexibility to build differential advantages.

3.3. Summary

From the statistics above, it can be inferred that, in the context of growing smart technology, high-tech enterprises are currently facing the pressure of unresolved external financing constraints, rapidly advancing technical iterations causing homogenized competition, and a relative lag in internal strategic flexibility, especially in resource coordination capabilities. Therefore, this paper will analyze the mechanisms through which fintech and strategic flexibility influence business model innovation and provide a foundation for coping with the turbulent environment.

4. The Impact of Financial Technology and Strategic Flexibility on Business Model Innovation and Implementation of High-Tech Enterprise

Under the influence of the smart economy, companies have started using generative AI to assist with business model innovation. Jing [46] has divided the mechanisms through which generative AI drives business model innovation into four types: task improvement, efficiency improvement, user orientation, and rule changing [45].

4.1. The Realistic Basis of Technology-Driven Under Smart Economy

Generative AI is gradually becoming an important driving force for companies' BMI. The penetration rate of AI differs from industry to industry, overall showcasing promising empowerment prospects (Source: Report on the Development of the Artificial Intelligence Industry 2025, China Academy of Information and Communications Technology, www.caict.ac.cn). The number of high-tech companies also increased from 273 thousand (2020) to over 500 thousand (2026), with the annual growth rate reaching 16.3%, according to the High-tech Enterprise Recognition Work Network (Source: Ministry of Science and Technology of the People's Republic of China). The synchronized promotion of both the number of enterprises and the AI application rate proves that technological innovation is driving the evolution of enterprises' business model innovation.

4.2. The Dual Impact of Fintech on BMI

Following the growth of the smart economy, technologies such as big data, blockchain, and AI have been developing rapidly, and digitization has become a breaking point for companies. Since the value of intellectual property is usually high and difficult to quantify, information asymmetry may arise. Fintech influences a company's BMI in both direct and indirect ways (Figure 4).

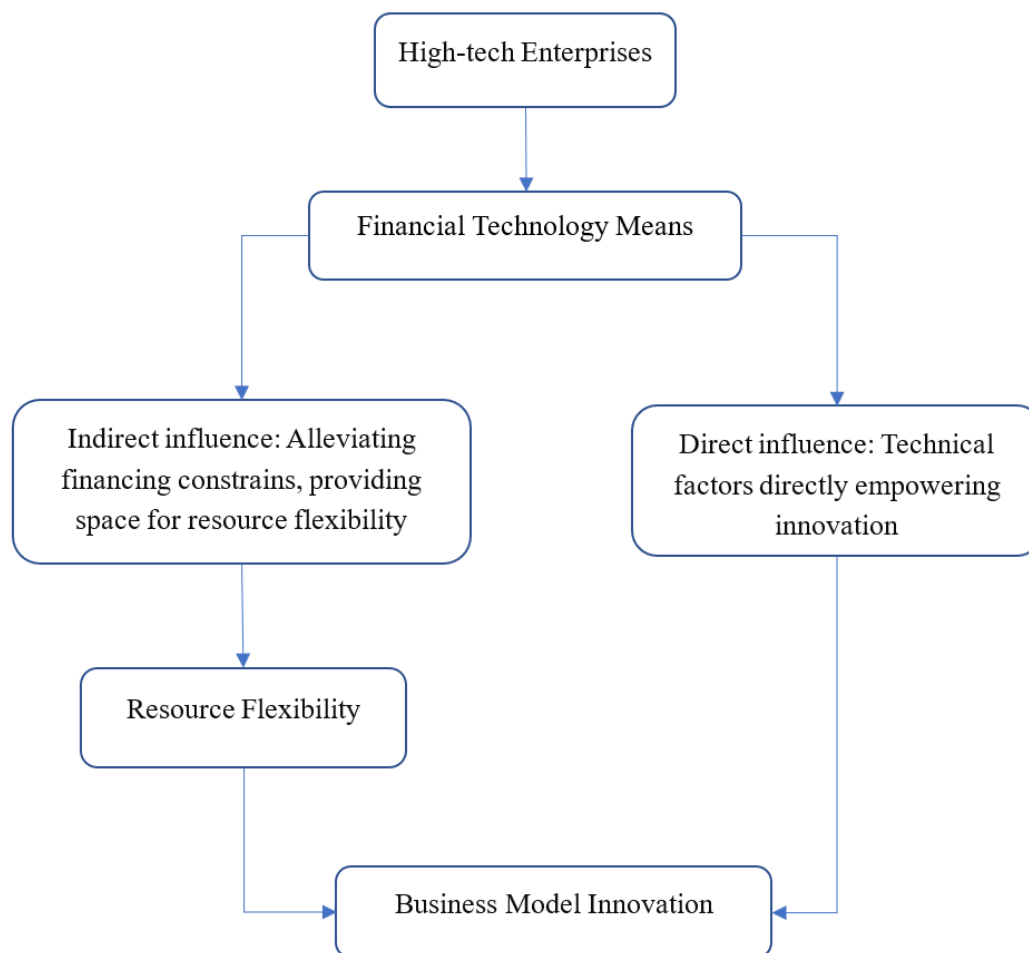


Figure 4.
The dual impact of financial technology on business model innovation.

4.2.1. Indirect Influence: Alleviating Financing Constraints, Providing Space for Resource Flexibility

For one, enterprises utilize fintech to alleviate financing difficulties caused by information asymmetry and mismatches between risks and gains, thereby strengthening their resource flexibility. The marginal improvement in the financial index of small and medium-sized enterprises shows that the improvement in the financial index of small and medium-sized corporations is greater than the national average in regions with higher penetration rates (Source: CASME). By increasing information transparency and resource-allocation efficiency, fintech indirectly accumulates strong resource flexibility, providing companies with financial support for subsequent trials and adjustments to their business models.

4.2.2. Direct Influence: Technical Factors Directly Empowering Innovation

Meanwhile, technologies such as big data collect large amounts of information and are able to provide precisely targeted change advice, directly promoting technological innovation and thus boosting the enterprise's business model innovation. Fintech-related patent applications increased by 4.2% in 2025, according to the White Paper on Patent Analysis of the Fintech Industry in 2025. The increasing trends in these two statistics demonstrate how fintech also directly influences corporations' innovation through the application of technological factors.

4.3. The Supporting Effect of Strategic Flexibility on BMI

As resource flexibility arranges and coordinates the company's internal resources to meet the needs of sudden changes, coordination flexibility directly affects the company's BMI, allowing enterprises to recover quickly from multiple fast-paced trials and errors when trying new business models. This prevents the corporation from suffering huge losses caused by business models that are mechanically applied without tailoring them to its own needs, as well as by unsuitable business models, thereby lowering the cost of repeated attempts. According to documented examples of the digitization of traditional enterprises in Tsinghua Management Review, companies with strong internal resource coordination abilities have shorter business model adjustment and trial cycles and obviously higher business model survival rates than those with poor coordination capabilities (Source: Tsinghua Management Review). This demonstrates how coordination flexibility can lower the cost of the consistent trial and error required for business model innovation (Figure 5).

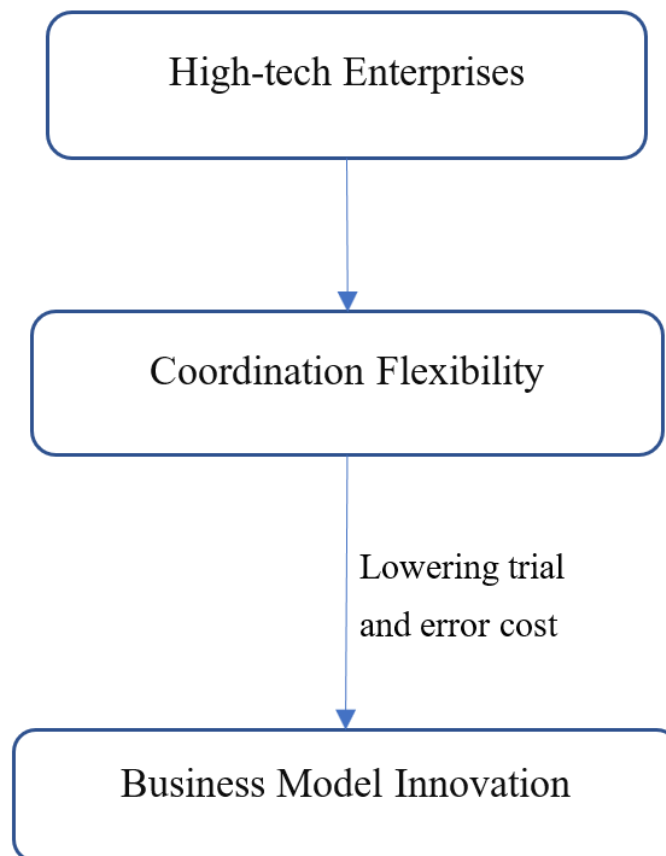


Figure 5.
The Supporting Effect of Strategic Flexibility on Business Model Innovation.

5. Conclusions and Suggestions

Based on previous research in the fields of the smart economy, financial technology, strategic flexibility, business model innovation, and new quality productivity, this paper studied the impact of financial technology and strategic flexibility on business model innovation, a field few have studied before, and drew the following conclusions and suggestions.

5.1. Conclusions

This research has arrived at four primary conclusions:

Firstly, the influence of the smart economy has intensified both financing constraints and competitive pressures on high-tech enterprises, fundamentally reshaping their innovation logic. Accelerated technological iteration has exacerbated information asymmetry and resource misallocation. Traditional innovation pathways have become inadequate under such conditions, compelling firms to use fintech capabilities and strategic flexibility as foundational elements of dynamic responsiveness.

Additionally, fintech is proven to exert a dual influence on business model innovation through both direct and indirect channels. Directly, embedded technologies, including big data analytics, blockchain infrastructure, and artificial intelligence algorithms, enhance companies' product customization, process automation, and risk-based pricing mechanisms. Indirectly, fintech alleviates financing constraints and improves information transparency, thereby strengthening resource flexibility and creating financial buffers essential for iterative business model experimentation and adjustment.

Furthermore, strategic flexibility lays the foundation for organizations on which business model innovation depends. Resource flexibility enables the internal reallocation of scarce innovation assets, while coordination flexibility reduces the costs of rapid trial-and-error cycles in business model innovation. Within the smart economy context, coordination flexibility assumes particular salience, as it directly determines the velocity of organizational responses to market signals.

Finally, business model innovation should be recognized not as a discrete project but rather as a continuous, iterative process requiring sustained organizational commitment. Enterprises that treat business model innovation as a one-time initiative are prone to imitation-driven strategies or technological worship. Genuinely effective innovation must be grounded in the firm's unique resource endowments and market positioning, involving persistent refinement of value creation, value delivery, and value capture mechanisms, thereby engendering a self-reinforcing learning cycle.

5.2. Suggestions

Based on the findings above, this article poses the following suggestions:

High-tech enterprises should strengthen their ability to monitor and interpret external market signals. Management teams should regularly track technological trajectories, competitor moves, and shifts in customer demand. Establishing a routine intelligence-gathering process, such as weekly market briefings or monthly competitive analysis reviews, enables firms to detect changes early and respond proactively rather than reactively.

This awareness reduces the cost and risk associated with sudden market disruptions and positions the enterprise to seize emerging opportunities before competitors.

Business model innovation should be embedded as an ongoing organizational discipline rather than treated as a discrete project. Enterprises should schedule regular reviews to evaluate the performance of existing business models against strategic objectives.

These reviews should examine value propositions, customer segments, revenue streams, and cost structures, identifying areas for refinement. Instead of imitating proven models from competitors, firms should tailor adjustments to their unique capabilities and market positioning.

This iterative approach strengthens the organization's ability to improvise and adapt to unforeseen changes.

High-tech corporations should also diversify financing channels beyond fintech solutions. While financial technology offers powerful tools for alleviating financing constraints, high-tech enterprises should not rely exclusively on these mechanisms.

Proactive exploration of alternative funding sources provides greater financial resilience. Enterprises can also choose to maintain ongoing dialogue with multiple financial institutions and investors, building relationships that can be activated when needed. A diversified financing portfolio reduces dependence on any single channel and enhances the firm's bargaining power and financial flexibility.

Moreover, enterprises should strengthen internal resource coordination and cross-functional collaboration. To improve coordination flexibility, high-tech enterprises should establish cross-functional project teams with clear decision-making authority, enabling faster responses to market changes. Management should also streamline approval processes for resource reallocation, reducing bureaucratic delays that hinder timely strategic adjustments.

Transparency:

The author confirms that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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