

ANTICIPATING CORPORATE STRATEGY AND PERFORMANCE THROUGH DIGITAL PLATFORMS AND TECHNOLOGY INNOVATION IN A DEVELOPING ECONOMY

Nadia Abdelhamid Abdelmegeed Abdelwahed^{*}, Amanullah Channa^{**},
Mohammed A. Al Doghlan^{***}, Bahadur Ali Soomro^{****}

^{*} *Corresponding author*, Department of Business Management, College of Business Administration, King Faisal University, Al-Ahsa, Saudi Arabia

Contact details: College of Business Administration, King Faisal University, P.O. Box 400, Al-Ahsa 31982, Saudi Arabia

^{**} Department of Economics, Shahdaddkot Campus, Shah Abdul Latif University, Khairpur, Pakistan

^{***} Department of Business Management, College of Business Administration, King Faisal University, Al-Ahsa, Saudi Arabia

^{****} Department of Economics, Federal Urdu University of Arts, Science & Technology, Karachi, Pakistan



Abstract

How to cite this paper: Abdelwahed, N. A. A., Channa, A., Al Doghlan, M. A., & Soomro, B. A. (2025). Anticipating corporate strategy and performance through digital platforms and technology innovation in a developing economy. *Corporate & Business Strategy Review*, 6(1), 8–18.

<https://doi.org/10.22495/cbsrv6i1art1>

Copyright © 2025 The Authors

This work is licensed under a Creative Commons Attribution 4.0 International License (CC BY 4.0).

<https://creativecommons.org/licenses/by/4.0/>

ISSN Online: 2708-4965

ISSN Print: 2708-9924

Received: 25.01.2024

Accepted: 23.12.2024

JEL Classification: L1, L2, L6, O3, Q5

DOI: 10.22495/cbsrv6i1art1

In the present business environment, digital platform integration and technological innovation are pivotal in bolstering corporate strategy and performance for businesses. The present study investigates the roles of digital platforms and technology innovation in developing corporate strategy and performance. The study is quantitative, following Yoshikuni (2022) and Liu et al. (2023), and used 342 cases collected from Egyptian business executives by applying a survey questionnaire. Employing path analysis through AMOS software, the findings demonstrated a positive impact of digital platform integration and technological innovation on corporate strategy and performance. Additionally, the impact of corporate strategy on corporate performance was found to be positive. Regarding mediation analysis, the results confirmed a mediating effect of corporate strategy between digital platform integration and corporate performance, rather than between technological innovation and corporate performance. The study's findings facilitate benchmarking opportunities and contribute to broader economic considerations and policy implications by offering a nuanced view of how different sectors contribute to the overall business context and national economic development.

Keywords: Corporate Performance, Corporate Strategy, Digital Platform Integration, Technological Innovation, Business Executives

Authors' individual contribution: Conceptualization — N.A.A.A.; Methodology — N.A.A.A. and B.A.S.; Software — A.C.; Validation — N.A.A.A.; Formal Analysis — B.A.S.; Investigation — N.A.A.A. and M.A.A.D.; Resources — N.A.A.A. and M.A.A.D.; Data Curation — N.A.A.A. and B.A.S.; Writing — Original Draft — N.A.A.A. and M.A.A.D.; Writing — Review & Editing — N.A.A.A. and A.C.; Visualization — N.A.A.A. and A.C.; Supervision — N.A.A.A. and M.A.A.D.; Project Administration — N.A.A.A.; Funding Acquisition — M.A.A.D.

Declaration of conflicting interests: The Authors declare that there is no conflict of interest.

Acknowledgements: This work was supported by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia (Project Grant No. KF241362).

1. INTRODUCTION

In today's business world, attaining corporate performance and developing effective business strategies have become massive challenges for organizations (Opazo-Basáez et al., 2024). Corporate performance is defined by an organization's ability to achieve its financial goals and generate shareholder value. These abilities include return on assets, return on investment, return on equity, return on net income/revenue, and economic value added. More specifically, return on assets shows the effectiveness of generation, return on investment evaluates the profitability of investments, net income revenue indicates the profit margin, return on equity evaluates profitability relative to shareholders' equity, and finally, economic value added reflects the true economic profit by accounting for the cost of capital (Santos & Brito, 2012). Organizations attempt to achieve their corporate performance goals through several strategies, including digitalization (Ergün & Karabulut, 2023; Abbas et al., 2024). Digital platform integration refers to the unified interconnection of information technology (IT) systems between partnering organizations. It enables efficient data access, real-time information exchange, and comprehensive information aggregation. These organizations can easily compile and consolidate relevant data from their partners' databases, enhancing overall collaboration and operational efficiency (Cenamor et al., 2019). Digital technology and platforms are the robust enablers that enhance the firms' performance (Cenamor et al., 2019; Sahoo et al., 2024). Digital platform integration and technological innovation also serve as the most influential tools for the progress and prosperity of organizations (Wu et al., 2015). Digital platform integration is a cornerstone for corporate performance, enabling businesses to operate more efficiently, respond to market dynamics, and deliver superior customer experiences, eventually contributing to the long-term success and sustainability of the organization. Likewise, technological innovation significantly contributes to firms' success and performance. Technological innovation is defined as the process by which an organization exceeds its key competitors by introducing a greater number of new products, achieving faster growth in patent numbers, developing products perceived as more novel, generating a higher percentage of sales from new products, and increasing the value-added rate of these new products (Damanpour, 1991; Brouwer & Kleinknecht, 1999; Hu, 2014). Moreover, corporate strategy positively enhances corporate performance as it is an organization's overarching plan and set of actions to maintain a competitive advantage. This can be achieved through various approaches, such as cost leadership, focusing on quality, product differentiation, innovation, offering a wide range of products, and improving production efficiency (Chen, 2010; Cragg et al., 2002; Hussin et al., 2002; Wu et al., 2015).

In the literature, several constructs are mentioned, such as commitment, satisfaction, digital environment, technology innovation, innovation, digital technology, environmental risks, capital structure, IT trilogy, digital chain service, big data, innovative capability, etc., which substantially predict corporate strategy and corporate performance (Liu

et al., 2023; Chatterjee et al., 2023; Rajala & Hautala-Kankaanpää, 2023; Schüler & Petrik, 2023; Ferreira et al., 2024; Menz et al., 2021). However, gaps still exist in the literature as these factors have not been sufficiently investigated in an Egyptian context, specifically among multiple sectors with a focus on business executives, despite their pivotal contribution to organizations through digital IT-based skills (Khedr & Abdelalim, 2022). Hence, keeping this in consideration, we developed the following research questions:

RQ1: How do digital platform integration and technological innovation affect corporate strategy and corporate performance?

RQ2: How does corporate strategy mediate the connection between digital platform integration, technological innovation, and corporate performance?

This study aims to investigate the role of digital platforms and technological innovation in corporate strategy and performance, both directly and indirectly through corporate strategy. Based on this aim, the study also proposed the following objectives:

- to analyze the contribution of digital platforms and technological innovation to corporate strategy and performance;
- to examine the role of corporate strategy in corporate performance;
- to confirm the mediating contribution of corporate strategy to digital platform integration, technological innovation, and corporate performance.

The study's findings facilitate benchmarking opportunities and contribute to broader economic considerations and policy implications by offering a nuanced view of how different sectors contribute to the overall business arena and national economic development. In essence, the diverse composition of respondents ensures that the study's outcomes are robust, relevant, and applicable to a broad audience, contributing significantly to understanding strategic management in the Egyptian context.

The structure of the paper is as follows. Section 2 reviews the related literature and develops the hypotheses. Section 3 explains the methods employed in the study. Section 4 presents the analysis and results. Section 5 contains a discussion. Section 6 provides the conclusion.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Corporate performance has significant prominence in business success. It develops the market's competitive environment through various perceptions of investors, employees, customers, and other stakeholders. In the literature, corporate performance and corporate strategy are influenced by several constructs, such as digital technology, innovation, commitment, satisfaction, and effective policies, which may enhance corporate performance. Numerous scholars have examined the impact of digital platforms on corporate performance and corporate strategy. For instance, big data analytics capability, digital innovation, and platform capability positively enhance innovation performance (Sohu et al., 2023). Performances can be reinforced by corporate sustainability and digitalization (Roth & Baumung, 2020). Wu et al. (2023) state green technology innovation improves corporate sustainable development performance. In the B2B business

arena, digital platforms enhance firm performance in emerging markets (Liu et al., 2023). Chatterjee et al. (2023) demonstrate the positive effect of digital platforms on improving firm performance. Rajala and Hautala-Kankaanpää (2023) claim the positive predictive power of platform-based digital forms on firm performance within the small and medium-sized enterprise (SME) context. Schüller and Petrik (2023) suggest the meaningful effect of a network of digital industrial platforms on performance management. Scholars such as Liu et al. (2023), Chatterjee et al. (2023), Rajala and Hautala-Kankaanpää (2023), and Schüller and Petrik (2023) acknowledge the positive effect of digital platform integration on the development of performance in several organizations. Similarly, Liu et al. (2023) confirmed the positive connection between product platform strategy, technological innovation, and corporate strategy. Knowledge strategies and digital technologies positively reinforce service quality and business sustainability (Ferreira et al., 2024). Renowned researchers, such as Bharadwaj et al. (2013) and Menz et al. (2021), confirmed the positive effect of digital technology on digital business strategies.

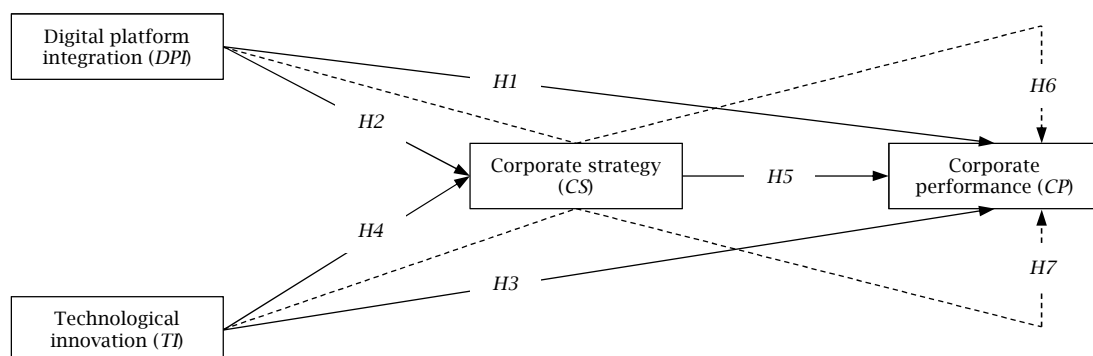
Similarly, the literature also shows the effect of technological innovation on improving corporate performance (Koellinger, 2008; Abbas et al., 2024; Sahoo et al., 2024). According to Choi et al. (2012), innovation activities and leadership positively improve corporate performance. In the study of Abbas et al. (2024), financial innovation, digitalization, product market competition, and green technology innovation and substantially reinforce firm performance. Artificial intelligence capabilities are a massive technological application that enormously enhances business performance (Sahoo et al., 2024). Chen et al. (2008) confirm the positive influence of technology on corporate strategy. The role of IT in SMEs' corporate strategy is robust (Nieto & Fernández, 2005). Opazo-Basáez et al. (2024) suggest the positive effect of green technological innovations on organizational and environmental performance. Technological innovation significantly strengthens

multinational corporations' performance. In the Chinese context, technological innovation positively predicts corporate sustainability, as suggested by Wang et al. (2021). In the study by Li et al. (2021), corporate strategy and enterprise innovation are positively connected through corporate risk-taking.

With regard to the impact of corporate strategy on corporate performance, it is positive, as revealed in the literature. Scholars such as Effiok et al. (2012) and Hidayat and Akhmad (2015) demonstrate the positive effect of the IT trilogy on technological deployment and business strategy in predicting organizational performance. The empirical assessment of Anwar et al. (2016) confirms the substantial contribution of business strategy to organizational performance.

Consequently, the literature offers several constructs such as innovation, digital technology, commitment, satisfaction, digital environment, technology innovation, environmental risks, capital structure, and IT that which substantially predict corporate strategy and corporate performance (Chatterjee et al., 2023; Rajala & Hautala-Kankaanpää, 2023; Schüller & Petrik, 2023; Liu et al., 2023; Ferreira et al., 2024; Bharadwaj et al., 2013; Menz et al., 2021). A few studies also confirmed the significant contribution of corporate strategy in developing robust corporate performance (Effiok et al., 2012; Hidayat & Akhmad, 2015). However, the literature still suggests gaps that need to be filled. More specifically, the literature lacks an integrated investigation of the combination of digital platforms, technological innovation, corporate strategy, and corporate performance. Besides, the mediating role of corporate strategy between technological innovation and digital platform integration has not been explicitly considered in the Egyptian context among business executives. Considering these gaps, we developed a model (see Figure 1) based on digital platform integration and technological innovation as predictors and business strategy as a mediator between digital platform integration, technological innovation, and corporate performance.

Figure 1. Model of the study



Source: Authors' elaboration.

2.1. Relationship between digital platform integration, corporate strategy and corporate performance

Digitalization is a valuable tool that positively enhances the performance of corporations and firms across various industries. According to Liu et al. (2023), the capability of digital platforms to drive B2B operations positively improves firm performance

in emerging markets. Chatterjee et al. (2023) suggest that intellectual capital in knowledge sharing within digital platforms significantly contributes to improving firm performance. In SMEs, platform-based digital connectivity affects firm performance (Rajala & Hautala-Kankaanpää, 2023). The empirical assessment by Schüller and Petrik (2023) demonstrates the positive effect of a network of digital industrial platforms to

make a balanced performance management approach. Similarly, Liu et al. (2023), Chatterjee et al. (2023), Rajala and Hautala-Kankaanpää (2023), and Schüller and Petrik (2023) highlight the positive role of integrated digital platforms in improving performance across businesses and organizations. In the Taiwanese textile industry, digital transformation positively impacts organizational performance (Chen et al., 2016). As Martínez-Caro et al. (2020) suggest, digital organizational culture is essential in establishing the relationship between digital technology and company performance. Sohu et al. (2023) demonstrate the detrimental influence of big data analytics capability on innovation performance within the realms of digital innovation, transformation, and platform capability. The study by Roth and Baumung (2020) offers insights into digitalization as an enabler for holistic corporate performance management. Green technology innovation mediates the connection between digitalization and corporate sustainable development performance (Wu et al., 2023).

Digital technology and digital platforms are valuable resources for enhancing corporate strategy. Scholars such as Bharadwaj et al. (2013) and Menz et al. (2021) emphasize the positive contribution of digital technology in developing digital business strategies. Similarly, in the context of innovation and entrepreneurship, digital platforms are valuable tools that facilitate product innovation and innovation performance (Arfi & Hikkerova, 2021; Jiang et al., 2023). Empirical studies by Min and Kim (2021) suggest that digital transformation competencies and platform leadership positively support the development of strategies in SMEs. According to Liu et al. (2023), product platform strategy mediates the connection between digital platform capabilities and technological innovation. McIntyre and Srinivasan (2017) provide a broader perspective on networks and platforms, while Ferreira et al. (2024) examine knowledge strategies, digital technologies maturity, and the effects of digital adoption and service quality on business sustainability.

As a result, the studies mentioned above provide evidence of the positive contribution of digital platform integration in enhancing corporate performance and strategy across diverse factors and regions. However, in the context of technological innovation, the direct connection of digital platform integration has not yet been explicitly investigated among Egyptian multi-sector business executives, who are key players in the company's strategic management. Hence, we propose:

H1: Digital platform integration positively improves corporate performance.

H2: Digital platform integration positively improves corporate strategy.

2.2. Relationship between technological innovation corporate strategy and corporate performance

Technological innovation is a meaningful predictor of corporate performance. Yunis et al. (2018) stress the pivotal role of information and communication technology (ICT) and innovation, particularly when coupled with corporate entrepreneurship, in enhancing organizational performance. In SMEs, dynamic capabilities such as technological, open, and eco-innovation are crucial factors contributing to improved corporate performance (Valdez-Juárez & Castillo-Vergara, 2021). Koellinger (2008) provides empirical evidence from Europe's e-business sector

and confirms the relationships between technology, innovation, and firm performance. The Chinese manufacturing sector is connected to intellectual capital, technological innovation, and firm performance (Xu et al., 2019). Furthermore, the significance of ownership structure in technological innovation performance is explored by Choi et al. (2012) in the context of Korean firms. Abbas et al. (2024) claim the relationship between financial innovation, digitalization, green technology innovation, product market competition, and firm performance. Likewise, business performance can be enhanced by innovation and artificial intelligence capabilities (Sahoo et al., 2024).

Corporate strategy can be improved through technological innovation. Vanhaverbeke and Peeters (2005) stress the strategic importance of embracing innovation through corporate venturing and competence building, advocating for integrating innovation into broader corporate strategy. In the context of Chinese renewable energy companies, corporate sustainability is predicted through technology innovation (Wang et al., 2021). According to Li et al. (2021), corporate strategy positively affects enterprise innovation through the mediation of corporate risk-taking. The relationships between organizational innovation, technological innovation, and export performance are positively asserted by Azar and Ciabuschi (2017). Scholars like Azar and Ciabuschi (2017) recognize the substantial and positive effect of IT on performance and business strategy. Chen et al. (2008) assess a meaningful connection between technology and corporate strategy. Making innovative use of academic knowledge favourably enhances corporate technology and brings innovation to firms. Nieto and Fernández (2005) examine the role of IT in the corporate strategy of SMEs. Likewise, more recently, Abbas et al. (2024) have shown the positive effect of financial innovation and digitalization in promoting business growth and firm performance. In the same domain, Opazo-Basáez et al. (2024) evaluated the impact of green technological innovations on organizational and environmental performance and found it positive.

Consequently, technological innovation positively predicts corporate performance and corporate strategy. However, the role of technological innovation towards these two aspects still needs further confirmation in Egyptian contexts particularly among multi-sector business executives who are the company's strategic management. Therefore, we formulate the following hypotheses:

H3: Technological innovation positively improves corporate performance.

H4: Technological innovation positively improves corporate strategy.

2.3. Relationship between corporate strategy and corporate performance

Corporate strategy has always been favourable for improving firms' performance and corporate performance. According to Hidayat and Akhmad (2015), the influence of corporate strategy on subsequent performance is positive through environmental factors in manufacturing industries in Indonesia. Anwar et al. (2016) confirm the substantial contribution of business strategy to organizational performance in Pakistan. In Nigerian financial institutions, factors such as corporate governance, performance, and corporate strategy are

positively correlated (Effiok et al., 2012). However, in the study of Chen et al. (2018), business strategy moderates the connection between irresponsibility and financial performance in non-financial firms. Likewise, Lu and Wang (2024) concentrate on innovation strategies, specifically research and development (R&D) and non-R&D, exploring their impact on the performance of social innovation-oriented firms.

Consequently, the domain literature clearly highlights the significant relationship between corporate strategy and corporate performance across several contexts along with diverse constructs. However, in the presence of digital platform integration and technological innovation, the direct and indirect role of corporate strategy in corporate performance remains unexplored, particularly among Egyptian business executives. Hence, we propose the fifth hypothesis:

H5: Corporate strategy positively improves corporate performance.

2.4. Corporate strategy as mediator

In the literature, corporate strategy is a robust direct and indirect predictor of corporate performance. For instance, Martínez-Martínez et al. (2017) found the strategic plan in SMEs to be a mediator between technology and corporate performance. Tseng et al. (2013) recognize the positive mediation contribution of strategy in developing the association between intellectual capital and performance. Artificial intelligence plays a mediating role in developing the connection between corporate strategies, competitive strategies, and company performance (Ergün & Karabulut, 2023). Le (2023) examines the mediating contribution of corporate image, reputation, and customer loyalty in the association between corporate social responsibility and SMEs' performance. Corporate innovation mediates the relationship between digital technology and corporate environmental performance (Sarfraz et al., 2020). Li et al. (2021) confirm a positive connection between corporate strategy and enterprise innovation with the mediation support of corporate risk-taking. In a similar dimension, López-Cabarcos et al. (2015) demonstrate that business strategy is a mediator in developing the association between organizational capabilities and profitability.

Consequently, the domain literature confirms the consistent mediation contribution of corporate strategy in developing connections between digital platform integration, technological innovation, and corporate performance. However, the role of corporate strategy requires further confirmation of these consistent relationships. Therefore, the sixth and seventh hypotheses are as follows:

H6: Corporate strategy mediates the association between digital platform integration and corporate performance.

H7: Corporate strategy mediates the association between technological innovation and corporate performance.

3. RESEARCH METHODOLOGY

3.1. Methods and tools

The researchers applied survey research to explore the aim of the study. The evaluation process provides evidence of practice, behaviour, and

knowledge. This method uses as few good questions as possible in a survey (project) to provide simple research questions useful to the target group (Story & Tait, 2019). In previous domain studies, numerous scholars such as Bharadwaj et al. (2013), Menz et al. (2021), Chatterjee et al. (2023), Schüler and Petrik (2023), Liu et al. (2023), and Ferreira et al. (2024) applied the same strategy to investigate the phenomenon related to digital platforms, technology innovation, corporate strategy, and corporate performance in several contexts. The researchers used a survey questionnaire as the principal tool to collect the data. Before moving towards collecting large-scale data, we ensured the validity and reliability of the survey questionnaire. Then, the survey was moved to large-scale data gathering. On the other hand, similar alternative methods, such as qualitative and mixed methods, can be applied to explore the connection between corporate strategy, performance, digital platforms, technology innovation, and related issues.

3.2. Respondents of the study

The study's respondents are business executives regarded as strategic managers of their organization in Egypt. They play an essential role, strategically grounded in the pursuit of a comprehensive and insightful analysis. This study aims to better understand management practices in Egypt by referring to senior managers from different sectors (Khedr & Abdelalim, 2022). This diversity allows us to explore challenges in a particular industry, identify trends in strategic decision-making, and derive the best cross-industry insights. In addition, the validity of the findings is increased with participants from different sectors, providing insight to organizations in other sectors. These organizations offer various opportunities for business executives to lead, innovate, and contribute to Egypt's economic development.

3.3. Data collection procedures and sample size

The survey questionnaire is applied as a primary tool for data collection, where we focused on the various Egyptian business platforms, i.e., government agencies and public sector companies, financial institutions, industry associations, private sector companies, non-governmental organizations (NGOs), non-profits, and academic and research institutions. These organizations offer various opportunities for business executives to lead, innovate, and contribute to Egypt's economic development. We applied a convenience sampling technique frequently used by domain researchers. We applied both modes of data gathering, such as online and offline. The online procedure is employed through mail questionnaires, WhatsApp groups, or social media networks of their respective companies. We ensured the ethical values of our respondents by properly maintaining their privacy and confidentiality when using their responses. After providing guidelines for filling out the survey voluntarily, we obtained a signed consent form from them, asserting their willingness to contribute to the study. We distributed 500 surveys and received 342 usable samples, resulting in a response rate of 68.4%.

We determined the suitable size of required samples through G*Power, an essential tool for

scholars to ensure their investigations are appropriately designed to notice the effects with reliability and validity of their findings (Faul et al., 2009; Verma et al., 2020). In this regard, we applied three main predictors to determine the effect size, where the test suggested the requirement of 74 samples. Hence, our sample size of 342 samples is desirable for drawing valid conclusions.

3.4. Measures

We adopted all the items from the literature and measured them with a five-point Likert scale based on choices such as “strongly agree” to “strongly disagree”. More precisely, we measured digital platform integration by adopting four items from Cenamor et al. (2019). We assessed technological innovation on five items adopted from Damanpour (1991), Brouwer and Kleinknecht (1999), and Hu (2014). Moreover, the corporate strategy construct was evaluated on nine items derived from Chen (2010), Cragg et al. (2002), Hussin et al. (2002), and Wu et al. (2015). Finally, we measured corporate performance using five items of Santos and Brito (2012) (see Appendix).

4. ANALYSIS AND RESULTS

4.1. Measurement model

The researchers applied structural equation modeling (SEM) using AMOS version 27.0 to estimate the measurement and structural model for quality and fitness. We ensured these in the following steps:

1. *Model fit indicators*: The fitness indicators were assessed during the SEM analysis (Hair et al., 2020). In this analysis, the χ^2 was found to be insignificant, with a score of 2.578, suggesting good fitness (Kline, 2010). The adjusted goodness of fit (AGFI) value was 0.887, which is greater than the recommended threshold (Jöreskog & Sörbom, 1993). Additionally, other indicators such as the comparative fit index (CFI = 0.921), normed fit index (NFI = 0.903), goodness of fit index (GFI = 0.917), and root mean square error of approximation (RMSEA = 0.047) were within the accepted ranges (see Table 1).

Table 1. Model fit indices

Fit index	Acquired values	Recommended values	Fit (Yes/No)
χ^2/df	2.578	1.00-5.00 (Kline, 2010)	Yes
AGFI	0.887	> 0.80 (Jöreskog & Sörbom, 1993)	Yes
CFI	0.921	> 0.90 (Byrne, 2010)	Yes
NFI	0.903	> 0.80 (Bentler & Bonnet, 1980)	Yes
GFI	0.917	> 0.90 (Jöreskog & Sörbom, 1993)	Yes
RMSEA	0.047	< 0.80 (Steiger, 1990)	Yes

Note: χ^2/df = Chi-square/degree of freedom.
Source: Authors' elaboration.

2. *Indicator reliability and convergent validity*: We ensured the reliability of the items through factor loadings to observe the association of the items

with their respective constructs (Hair et al., 2020). All items had loading scores greater than 0.7, which is considered acceptable (Hair et al., 2020). However, three items, namely *ti3*, *cs3*, and *cs5*, did not achieve good scores and were therefore dropped (see Table 2). For convergent validity, we considered composite reliability (CR) and the average variance extracted (AVE). The suggested values are AVE > 0.50 and CR > 0.70 (Hair et al., 2020). In the analysis, AVE values were greater than 0.50, and all CR values were greater than 0.70 for all constructs. Finally, the values for internal consistency (Cronbach's alpha) were greater than 0.70, which is considered fair (Hair et al., 2020) (see Table 2).

Table 2. Measurement model

Construct	Item	Loading	AVE	CR	Alpha (α)
Digital platform integration (DPI)	<i>dpi1</i>	0.863	0.702	0.904	0.798
	<i>dpi2</i>	0.853			
	<i>dpi3</i>	0.832			
	<i>dpi4</i>	0.802			
Technological innovation (TI)	<i>ti1</i>	0.833	0.650	0.881	0.841
	<i>ti2</i>	0.817			
	<i>ti4</i>	0.792			
	<i>ti5</i>	0.781			
Corporate strategy (CS)	<i>cs1</i>	0.821	0.621	0.920	0.855
	<i>cs2</i>	0.818			
	<i>cs4</i>	0.808			
	<i>cs6</i>	0.792			
	<i>cs7</i>	0.773			
	<i>cs8</i>	0.752			
Corporate performance (CP)	<i>cp1</i>	0.862	0.712	0.925	0.829
	<i>cp2</i>	0.851			
	<i>cp3</i>	0.846			
	<i>cp4</i>	0.838			
	<i>cp5</i>	0.821			

Note: Deleted item: *ti3*; *cs3*; *cs5*;
Source: Authors' elaboration.

3. *Discriminant validity*: We assessed the distinction (discriminant validity) of constructs from each other. We applied Fornell and Larcker's (1981) criterion and found that the association between the factors ranged from 0.573 to 0.653, which are smaller than the square root of the AVE estimates (0.763–0.832). This indicates that the factors are more strongly associated with their relevant indicators compared to other model factors, signifying good discriminant validity (Hair et al., 2020) (see Table 3).

Table 3. Discriminant validity

Variable	CP	DPI	TI	CS
CP	0.763			
DPI	0.653	0.806		
TI	0.603	0.638	0.799	
CS	0.599	0.602	0.573	0.832

Note: Diagonal elements (in bold) are the square root of AVE.
Source: Authors' elaboration.

4.2. Structural model

4.2.1. Hypotheses assessment (Direct paths)

We tested the hypotheses using SEM with AMOS software. The results demonstrate a positive impact of digital platform integration on corporate performance and corporate strategy, supporting *H1* and *H2* (*H1*: $\beta = 0.397$; $p < 0.01$; *H2*: $\beta = 0.419$; $p < 0.01$). Additionally, the effects of technological innovation on corporate performance and corporate

strategy were positive ($H3: \beta = 0.212$; $p < 0.01$; $H4: \beta = 0.186$; $p < 0.01$). Consequently, $H3$ and $H4$ are supported. Furthermore, the $H5$ is supported by

showing a positive effect of corporate strategy on corporate performance ($H5: \beta = 0.205$; $p < 0.01$) (see Table 4).

Table 4. SEM estimations (Direct paths)

Hypotheses	Effects	Std. (β)	Std. error	CR	p-value	Decision
H1	DPI \rightarrow CP	0.397	0.05	7.959	0.000	Accepted
H2	DPI \rightarrow CS	0.419	0.052	8.031	0.000	Accepted
H3	TI \rightarrow CP	0.212	0.051	4.142	0.000	Accepted
H4	TI \rightarrow CS	0.186	0.052	3.618	0.000	Accepted
H5	CS \rightarrow CP	0.205	0.051	3.989	0.000	Accepted

Note: Significance level at $p < 0.01$.
Source: Authors' elaboration.

4.2.2. Hypotheses assessment (Indirect paths)

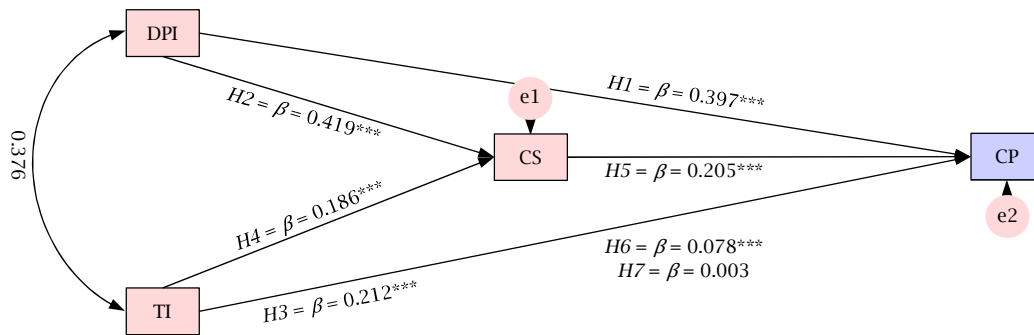
Regarding indirect effects, the path analysis confirmed a mediating effect of corporate strategy between digital platform integration and corporate performance ($H6: \beta = 0.078$; $p < 0.01$), supporting

$H6$. However, the analysis showed an insignificant effect of corporate strategy in mediating the connection between technological innovation and corporate performance ($H7: \beta = 0.003$; $p > 0.01$). Consequently, $H7$ is rejected (see Table 5).

Table 5. SEM estimations (Indirect paths)

Hypotheses	Effects	Std. (β)	Std. error	CR	p-value	Decision
H6	DPI \rightarrow CS \rightarrow CP	0.078	0.023	3.332	0.001	Accepted
H7	TI \rightarrow CS \rightarrow CP	0.003	0.026	0.129	0.898	Rejected

Figure 2. Path analysis



Note: $***$ Significant level at $p < 0.01$.

5. DISCUSSION OF THE RESULTS

The study explored the impact of digital platform integration and technology innovation on corporate strategy and performance. The findings confirmed the positive effect of digital platform integration on both corporate strategy and corporate performance. The result is supported by the literature (Sohu et al., 2023; Roth & Baumung, 2020; Bharadwaj et al., 2013; Menz et al., 2021; Jiang et al., 2023; Liu et al., 2023). These positive connections suggest that within Egyptian organizations — particularly those with business executives involved in strategic management — digital platform integration profoundly influences corporate strategy and performance through its ability to streamline data processes. The platform provides seamless access to data from partner IT systems, supporting improved decision-making by delivering timely and informed insights. Building strong relationships between business partners and an organization's IT systems enhances collaboration and reduces operational friction, improving overall performance. The capability to exchange real-time information enables organizational agility and fosters collaboration with dynamic businesses.

Additionally, the platform's ability to collect relevant data from partner repositories offers a comprehensive view of the business ecosystem, facilitating better master planning and resource deployment. An integrated digital platform enables organizations to make data-driven decisions, optimize operations, and adapt to rapid changes in the business environment, ultimately driving market development.

Similarly, technological innovation positively affects corporate strategy and corporate performance. These findings are reinforced by several studies (Choi et al., 2012; Abbas et al., 2024; Sahoo et al., 2024). Specifically, among Egyptian organizations where managers possess a grand strategic vision, technological innovation leads to economic benefits and efficiency through various critical indicators. For example, launching more new products than competitors can create a competitive advantage and demonstrate efficiency in meeting business needs. Rapid patent development reflects the company's commitment to R&D, protects intellectual property, and showcases the company's new capabilities.

Furthermore, the results suggest a positive effect of corporate strategy on corporate performance. These outcomes align with findings from several

scholars (Anwar et al., 2016; Chen et al., 2018; Lu & Wang, 2024). In Egyptian organizations, the relationship between the company's strategic ideas and employee performance is evident through leadership, focus, diversity, innovation, quality work, good customer service, and overall workplace quality. By prioritizing cost-effective pricing, a company can gain a competitive edge, attract cost-conscious consumers, and positively influence financial outcomes. Emphasizing high-quality products fosters customer loyalty and satisfaction, contributing to sustained positive performance. Introducing unique and diverse products helps companies remain competitive and increase their revenue. Efficient production processes and quality customer service enhance operational effectiveness, leading to customer retention and a positive brand perception.

Finally, corporate strategy mediates the relationship between digital platform integration and corporate performance among Egyptian business executives but does not mediate the relationship between technological innovation and corporate performance.

6. CONCLUSION

The study's overall conclusion suggests a positive impact of digital platform integration and technological innovation on corporate strategy and performance. Corporate strategy also positively affects corporate performance. Moreover, the mediation analysis confirmed a mediating influence of corporate strategy between digital platform integration and corporate performance. On the other hand, corporate strategy did not mediate the relationship between technological innovation and corporate performance.

In terms of results, the study's findings highlight the critical role of integrated digital platforms and technology development in improving the performance and strategies of Egyptian businesses. Businesses should prioritize integrating digital platforms into their operations and actively invest in technological developments. It is also necessary to develop sound business strategies that are suitable for technological changes. This study highlights the mediating role of business strategy and shows that well-designed strategies can be essential in mediating and improving profitability. This approach is effective for all organizations on a unified digital platform. Although business strategies are developed in this context, research shows they do not promote the link between new technology and departmental performance. Companies need to recognize and address these differences, align business goals with technological advances, encourage collaboration between technology teams and ideas, and enable the rapid transformation of their ideas across the business.

The theoretical contribution of this study is important for deepening our understanding of

the interplay between digital platform integration, technological innovation, business strategy, and organizational performance in the Egyptian business context. First, this study contributes to the general literature on digital transformation and technology adoption by demonstrating the relationship between these factors and business success. This supports the idea that supporting digital platforms and new technologies is not just a trend but an important part of organizational practice. Second, this study presents the role of the integrated digital platform in mediating business strategy and business performance and highlights the importance of well-designed strategies to maximize technological advancement. This extends existing theoretical perspectives on technology integration and strategy, providing insight into how strategic planning affects performance. However, this investigation confirmed that firm strategy has a negative impact on the relationship between technological innovation and firm performance, indicating that it is a nuanced issue for theoretical discussion. This discovery leads to further exploration of the complexity of new ideas and technological benefits, encouraging researchers to understand the context that may influence this relationship. Overall, the study enriches theoretical perspectives on the symbiotic relationship between technology, strategy, and corporate performance, offering a nuanced understanding of these dynamics in the specific context of Egyptian businesses.

The study has several limitations in terms of theory as it does not underpin the conceptual framework. The study is based on a few constructs: digital platform integration, technological innovation, corporate strategy, and corporate performance. Additionally, the study's methods only covered quantitative analysis, utilizing only 342 samples. Finally, the study's context is restricted to Egyptian business executives only.

Future research in this field could enhance its impact by addressing fundamental limitations. Researchers should develop a more robust theoretical framework, expand constructs beyond digital platform integration, technological innovation, corporate strategy, and performance, and adopt a mixed-methods approach. Including participants from diverse cultures, conducting industry-specific studies, and exploring global perspectives would enrich findings. Future studies should employ mixed-methods approaches to capture both quantitative data and qualitative nuances. Comparative and cross-cultural studies can unveil context-specific insights, while larger and more diverse samples can enhance external validity. Longitudinal analyses, comparative assessments, and larger sample sizes can improve study depth and generalizability. By pursuing these directions, future research can provide a more comprehensive and applicable understanding of the relationships under study.

REFERENCES

- Abbas, J., Balsalobre-Lorente, D., Amjid, M. A., Al-Sulaiti, K., Al-Sulaiti, I., & Aldereai, O. (2024). Financial innovation and digitalization promote business growth: The interplay of green technology innovation, product market competition and firm performance. *Innovation and Green Development*, 3(1), Article 100111. <https://doi.org/10.1016/j.igd.2023.100111>
- Anwar, J., Shah, S., & Hasnu, S. (2016). Business strategy and organizational performance: Measures and relationships. *Pakistan Economic and Social Review*, 54(1), 97-122. <https://media.teckiz.com/pakistan-economic-and-social-review/pesc-eco-pu/2021/04/16/60791f52d4107.pdf>

- Arfi, B. W., & Hikkerova, L. (2021). Corporate entrepreneurship, product innovation, and knowledge conversion: The role of digital platforms. *Small Business Economics*, 56, 1191-1204. <https://doi.org/10.1007/s11187-019-00262-6>
- Azar, G., & Ciabuschi, F. (2017). Organizational innovation, technological innovation, and export performance: The effects of innovation radicalness and extensiveness. *International Business Review*, 26(2), 324-336. <https://doi.org/10.1016/j.ibusrev.2016.09.002>
- Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88(3), 588-606. <https://doi.org/10.1037/0033-2909.88.3.588>
- Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., & Venkatraman, N. (2013). Digital business strategy: Toward a next generation of insights. *MIS Quarterly*, 37(2), 471-482. <https://doi.org/10.25300/MISQ/2013/37:2.3>
- Brouwer, E., & Kleinknecht, A. (1999). Innovative output, and a firm's propensity to patent: An exploration of CIS micro data. *Research Policy*, 28(6), 615-624. [https://doi.org/10.1016/S0048-7333\(99\)00003-7](https://doi.org/10.1016/S0048-7333(99)00003-7)
- Byrne, B. M. (2010). *Structural equation modeling with AMOS: Basic concepts, applications, and programming* (2nd ed.). Routledge/Taylor & Francis Group.
- Cenamor, J., Parida, V., & Wincent, J. (2019). How entrepreneurial SMEs compete through digital platforms: The roles of digital platform capability, network capability and ambidexterity. *Journal of Business Research*, 100, 196-206. <https://doi.org/10.1016/j.jbusres.2019.03.035>
- Chatterjee, S., Chaudhuri, R., Mariani, M., & Wamba, S. F. (2023). Examining the role of intellectual capital on knowledge sharing in digital platform-based MNEs and its impact on firm performance. *Technological Forecasting and Social Change*, 197, Article 122909. <https://doi.org/10.1016/j.techfore.2023.122909>
- Chen, C.-J., Guo, R.-S., Hsiao, Y.-C., & Chen, K.-L. (2018). How business strategy in non-financial firms moderates the curvilinear effects of corporate social responsibility and irresponsibility on corporate financial performance. *Journal of Business Research*, 92, 154-167. <https://doi.org/10.1016/j.jbusres.2018.07.030>
- Chen, J., He, Y.-B., & Jin, X. (2008). A study on the factors that influence the fitness between technology strategy and corporate strategy. *International Journal of Innovation and Technology Management*, 5(1), 81-103. <https://doi.org/10.1142/S0219877008001308>
- Chen, L. (2010). Business-IT alignment maturity of companies in China. *Information and Management*, 47(1), 9-16. <https://doi.org/10.1016/j.im.2009.09.003>
- Chen, Y.-Y. K., Jaw, Y.-L., & Wu, B.-L. (2016). Effect of digital transformation on organisational performance of SMEs: Evidence from the Taiwanese textile industry's web portal. *Internet Research*, 26(1), 186-212. <https://doi.org/10.1108/IntR-12-2013-0265>
- Choi, S. B., Park, B. I., & Hong, P. (2012). Does ownership structure matter for firm technological innovation performance? The case of Korean firms. *Corporate Governance: An International Review*, 20(3), 267-288. <https://doi.org/10.1111/j.1467-8683.2012.00911.x>
- Cragg, P., King, M., & Hussin, H. (2002). IT alignment and firm performance in small manufacturing firms. *The Journal of Strategic Information Systems*, 11(2), 109-132. [https://doi.org/10.1016/S0963-8687\(02\)00007-0](https://doi.org/10.1016/S0963-8687(02)00007-0)
- Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators. *The Academy of Management Journal*, 34(3), 555-590. <https://www.jstor.org/stable/256406>
- Effiok, S. O., Effiong, C., & Usoro, A. A. (2012). Corporate governance, corporate strategy and corporate performance: Evidence from the financial institutions listed on the Nigerian Stock Exchange. *European Journal of Business and Management*, 4(18), 84-85. <https://iiste.org/Journals/index.php/EJBM/article/view/3226>
- Ergün, E., & Karabulut, A. T. (2023). The mediator role of artificial intelligence in the influence of corporate strategies and competitive strategies on company performance. *International Journal of Commerce & Finance*, 9(2), 1-30. <https://ijcf.ticaret.edu.tr/index.php/ijcf/article/view/324>
- Faul, F., Erdfelder, E., Buchner, A., & Lang, A.-G. (2009). Statistical power analyses using G*Power 3.1: Tests for correlation and regression analyses. *Behavior Research Methods*, 41(4), 1149-1160. <https://doi.org/10.3758/BRM.41.4.1149>
- Ferreira, J. J., Cruz, B., Veiga, P. M., & Ribeiro-Soriano, D. (2024). Knowledge strategies and digital technologies maturity: effects on small business performance. *Entrepreneurship & Regional Development*, 36(1-2), 36-54. <https://doi.org/10.1080/08985626.2022.2159544>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50. <https://doi.org/10.1177/002224378101800104>
- Hair Jr, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109, 101-110. <https://doi.org/10.1016/j.jbusres.2019.11.069>
- Hidayat, R., & Akhmad, S. (2015). Effects of environmental factors on corporate strategy and performance of manufacturing industries in Indonesia. *Journal of Industrial Engineering and Management*, 8(3), 763-782. <https://doi.org/10.3926/jiem.1326>
- Hu, B. (2014). Linking business models with technological innovation performance through organizational learning. *European Management Journal*, 32(4), 587-595. <https://doi.org/10.1016/j.emj.2013.10.009>
- Hussin, H., King, M., & Cragg, P. (2002). IT alignment in small firms. *European Journal of Information Systems*, 11(2), 108-127. <https://link.springer.com/article/10.1057/palgrave.ejis.3000422>
- Jiang, H., Yang, J., & Gai, J. (2023). How digital platform capability affects the innovation performance of SMEs — Evidence from China. *Technology in Society*, 72, Article 102187. <https://doi.org/10.1016/j.techsoc.2022.102187>
- Jöreskog, K., & Sörbom, D. (1993). *LISREL 8: Structural equation modeling with the SIMPLIS command language*. Scientific Software International.
- Khedr, R., & Abdelalim, A. M. (2022). The Impact of strategic management on project's performance of construction firms in Egypt. *International Journal of Management and Commerce Innovations*, 9(2), 202-211. <https://shorturl.at/1SspI>
- Kline, R. B. (2010). *Principles and practice of structural equation modeling* (3rd ed.). The Guilford Press.

- Koellinger, P. (2008). The relationship between technology, innovation, and firm performance — Empirical evidence from e-business in Europe. *Research Policy*, 37(8), 1317-1328. <https://doi.org/10.1016/j.respol.2008.04.024>
- Le, T. T. (2023). Corporate social responsibility and SMEs' performance: Mediating role of corporate image, corporate reputation and customer loyalty. *International Journal of Emerging Markets*, 18(10), 4565-4590. <https://doi.org/10.1108/IJOEM-07-2021-1164>
- Li, R., Cui, Y., & Zheng, Y. (2021). The impact of corporate strategy on enterprise innovation based on the mediating effect of corporate risk-taking. *Sustainability*, 13(3), Article 1023. <https://doi.org/10.3390/su13031023>
- Liu, L., Long, J., Fan, Q., Wan, W., & Liu, R. (2023). Examining the functionality of digital platform capability in driving B2B firm performance: Evidence from emerging market. *Journal of Business & Industrial Marketing*, 38(9), 1941-1957. <https://doi.org/10.1108/JBIM-09-2021-0441>
- López-Cabarcos, M. Á., Göttling-Oliveira-Monteiro, S., & Vázquez-Rodríguez, P. (2015). Organizational capabilities and profitability: The mediating role of business strategy. *Sage Open*, 5(4). <https://doi.org/10.1177/2158244015616852>
- Lu, X., & Wang, J. (2024). Is innovation strategy a catalyst to solve social problems? The impact of R&D and non-R&D innovation strategies on the performance of social innovation-oriented firms. *Technological Forecasting and Social Change*, 199, Article 123020. <https://doi.org/10.1016/j.techfore.2023.123020>
- Martínez-Caro, E., Cegarra-Navarro, J. G., & Alfonso-Ruiz, F. J. (2020). Digital technologies and firm performance: The role of digital organisational culture. *Technological Forecasting and Social Change*, 154, Article 119962. <https://doi.org/10.1016/j.techfore.2020.119962>
- Martínez-Martínez, D., Herrera Madueno, J., Larran Jorge, M., & Lechuga Sancho, M. P. (2017). The strategic nature of corporate social responsibility in SMEs: A multiple mediator analysis. *Industrial Management & Data Systems*, 117(1), 2-31. <https://doi.org/10.1108/IMDS-07-2015-0315>
- McIntyre, D. P., & Srinivasan, A. (2017). Networks, platforms, and strategy: Emerging views and next steps. *Strategic Management Journal*, 38(1), 141-160. <https://doi.org/10.1002/smj.2596>
- Menz, M., Kunisch, S., Birkinshaw, J., Collis, D. J., Foss, N. J., Hoskisson, R. E., & Prescott, J. E. (2021). Corporate strategy and the theory of the firm in the digital age. *Journal of Management Studies*, 58(7), 1695-1720. <https://doi.org/10.1111/joms.12760>
- Min, S. A., & Kim, B. Y. (2021). SMEs' digital transformation competencies on platform empowerment: A case study in South Korea. *The Journal of Asian Finance, Economics and Business*, 8(6), 897-907. <https://doi.org/10.13106/jafeb.2021.vol8.no6.0897>
- Nieto, M. J., & Fernández, Z. (2005). The role of information technology in corporate strategy of small and medium enterprises. *Journal of International Entrepreneurship*, 3, 251-262. <https://doi.org/10.1007/s10843-006-7854-z>
- Opazo-Basáez, M., Monroy-Osorio, J. C., & Marić, J. (2024). Evaluating the effect of green technological innovations on organizational and environmental performance: A treble innovation approach. *Technovation*, 129, Article 102885. <https://doi.org/10.1016/j.technovation.2023.102885>
- Rajala, A., & Hautala-Kankaanpää, T. (2023). Exploring the effects of SMEs' platform-based digital connectivity on firm performance—the moderating role of environmental turbulence. *Journal of Business & Industrial Marketing*, 38(13), 15-30. <https://doi.org/10.1108/JBIM-01-2022-0024>
- Roth, A., & Baumung, W. (2020). Digitalization as enabler for a holistic corporate performance management. *Quarterly Review of Business Disciplines*, 7(1), 53-63. <https://nbn-resolving.org/urn:nbn:de:bsz:rt2-opus4-29063>
- Sahoo, S., Kumar, S., Donthu, N., & Singh, A. K. (2024). Artificial intelligence capabilities, open innovation, and business performance — Empirical insights from multinational B2B companies. *Industrial Marketing Management*, 117, 28-41. <https://doi.org/10.1016/j.indmarman.2023.12.008>
- Santos, J. B., & Brito, L. A. L. (2012). Toward a subjective measurement model for firm performance. *Brazilian Administration Review*, 9(special issue), 95-117. <https://doi.org/10.1590/S1807-76922012000500007>
- Sarfraz, M., He, B., & Shah, S. G. M. (2020). Elucidating the effectiveness of cognitive CEO on corporate environmental performance: The mediating role of corporate innovation. *Environmental Science and Pollution Research*, 27, 45938-45948. <https://doi.org/10.1007/s11356-020-10496-7>
- Schüler, F., & Petrik, D. (2023). Measuring network effects of digital industrial platforms: Towards a balanced platform performance management. *Information Systems and e-Business Management*, 21(4), 863-911. <https://doi.org/10.1007/s10257-023-00655-x>
- Sohu, J. M., Hongyun, T., Akbar, U. S., & Hussain, F. (2023). Digital innovation, digital transformation, and digital platform capability: Detrimental impact of big data analytics capability on innovation performance. *International Research Journal of Management and Social Sciences*, 4(3), 265-281. <https://irjmss.com/index.php/irjmss/article/view/23>
- Steiger, J. H. (1990). Structural model evaluation and modification: An interval estimation approach. *Multivariate Behavioral Research*, 25(2), 173-180. https://doi.org/10.1207/s15327906mbr2502_4
- Story, D. A., & Tait, A. R. (2019). Survey research. *Anesthesiology*, 130(2), 192-202. <https://doi.org/10.1097/ALN.0000000000002436>
- Tseng, K.-A., Lan, Y.-W., Lu, H.-C., & Chen, P.-Y. (2013). Mediation of strategy on intellectual capital and performance. *Management Decision*, 51(7), 1488-1509. <https://doi.org/10.1108/MD-03-2012-0143>
- Valdez-Juárez, L. E., & Castillo-Vergara, M. (2021). Technological capabilities, open innovation, and eco-innovation: Dynamic capabilities to increase corporate performance of SMEs. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), Article 8. <https://doi.org/10.3390/joitmc7010008>
- Vanhaverbeke, W., & Peeters, N. (2005). Embracing innovation as strategy: Corporate venturing, competence building and corporate strategy making. *Creativity and Innovation Management*, 14(3), 246-257. <https://doi.org/10.1111/j.1467-8691.2005.00345.x>
- Verma, J. P., & Verma, P. (2020). Use of G*Power software. In J. P. Verma & P. Verma (Eds.), *Determining sample size and power in research studies: A manual for researchers* (pp. 55-60). Springer. https://doi.org/10.1007/978-981-15-5204-5_5
- Wang, P., Zhang, Z., Zeng, Y., Yang, S., & Tang, X. (2021). The effect of technology innovation on corporate sustainability in Chinese renewable energy companies. *Frontiers in Energy Research*, 9, Article 638459. <https://doi.org/10.3389/fenrg.2021.638459>

Wu, H., Hu, S., & Hu, S. (2023). How digitalization works in promoting corporate sustainable development performance? The mediating role of green technology innovation. *Environmental Science and Pollution Research*, 30(8), 22013–22023. <https://doi.org/10.1007/s11356-022-23762-7>

Wu, S. P.-J., Straub, D. W., & Liang, T.-P. (2015). How information technology governance mechanisms and strategic alignment influence organizational performance: Insights from a matched survey of business and IT managers. *MIS Quarterly*, 39(2), 497–518. <https://doi.org/10.25300/MISQ/2015/39.2.10>

Xu, J., Shang, Y., Yu, W., & Liu, F. (2019). Intellectual capital, technological innovation and firm performance: Evidence from China's manufacturing sector. *Sustainability*, 11(19), Article 5328. <https://doi.org/10.3390/su11195328>

Yoshikuni, A. C. (2022). Effects on corporate performance through ISS-enabled strategy-making on dynamic and improvisational capabilities. *International Journal of Productivity and Performance Management*, 71(6), 2161–2187. <https://doi.org/10.1108/IJPPM-03-2021-0177>

Yunis, M., Tarhini, A., & Kassab, A. (2018). The role of ICT and innovation in enhancing organizational performance: The catalysing effect of corporate entrepreneurship. *Journal of Business Research*, 88, 344–356. <https://doi.org/10.1016/j.jbusres.2017.12.030>

APPENDIX. MEASUREMENT SCALES

<i>Construct</i>	<i>Item description</i>	<i>Adopted from</i>
Digital platform integration (DPI)	1. Our platform easily accesses data from our partners' IT systems	Cenamor et al. (2019)
	2. Our platform provides a seamless connection between our partners' IT systems and our IT systems.	
	3. Our platform has the capability to exchange real-time information with our partners.	
	4. Our platform easily aggregates relevant information from our partners' databases.	
Technological innovation (TI)	In the past year...	Damanpour (1991), Brouwer and Kleinknecht (1999), Hu (2014)
	1. Compared with that of our key competitors, the number of new products we introduced was greater.	
	2. Compared with those of our key competitors, the number of our patents grows faster.	
	3. Compared with those of our key competitors, our new products were often perceived as more novel.	
	4. Compared with that of our key competitors, the percentage of sales from new products was higher.	
Corporate strategy (CS)	5. Compared with that of our key competitors, the value-added rate of our new products was higher.	Chen (2010), Cragg et al. (2002), Hussin et al. (2002), Wu et al. (2015)
	1. We attempt to remain ahead of our competitors through cheaper pricing of our products.	
	2. We attempt to remain ahead of our competitors by focusing on quality products rather than price.	
	3. We attempt to remain ahead of our competitors by ensuring that our products are distinctively different from those of our competitors.	
	4. We attempt to remain ahead of our competitors by introducing new products.	
	5. We attempt to remain ahead of our competitors by offering a wide range of products.	
	6. We constantly strive to improve the efficiency of our production process.	
	7. We attempt to remain ahead of our competitors by providing quality service to our customers.	
	8. We attempt to remain ahead of our competitors through the intensive marketing of our products.	
9. We attempt to achieve growth by expanding into new markets.		
Corporate performance (CP)	1. Return on investment.	Santos and Brito (2012)
	2. Return on assets.	
	3. Return on equity.	
	4. Net income/revenues.	
	5. Economic value added.	

Source: Authors' elaboration.