RESEARCH ON THE RELATIONSHIP BETWEEN ACTIVE ORGANIZATIONAL FORGETTING AND AMBIDEXTROUS INNOVATION OF HIGH-TECH ENTERPRISES

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From the perspective of boundary-spanning research, this paper intends to analyze the influence mechanism of active organizational forgetting on the ambidextrous innovation of high and New-tech enterprises, and explore how high and new-tech enterprises and of the heterogeneity of knowledge acquired from outside to make up for the deficiency of their own knowledge in key core fields, optimize the traditional organizational structure, and enrich the internal knowledge stock under the trans-boundary search of technology and market. This study proposes that absorption capacity as moderating variable has a positive moderating effect on boundary spanning search and firm ambidextrous innovation. This is because knowledge acquired from inside and apply it, realize breakthrough innovation and form core competitive advantages, so as to help the enterprise realize so as to help the enterprise realize ambidextrous innovation. It is of great theoretical value to further deepen and perfect the interaction mechanism between knowledge management and innovation management theory.

Keywords: active organizational forgetting; boundary spanning search; ambidextrous innovation

Introduction

High-tech enterprises are an important carrier for China to deeply implement the innovation-driven development strategy, an important support for solving the "bottleneck" technology in important fields of science and technology, and an important guarantee for China to transform from an "innovation power" to an "innovation power." General Secretary Xi Jinping has pointed out that the implementation of the innovation-driven development strategy determines the future and destiny of the Chinese nation, and innovation-driven development should be implemented as a major future-oriented strategy.
At present, China's high-tech enterprises still have problems such as "emphasizing innovation quantity over innovation quality", "emphasizing technology introduction, light independent research and development", and "emphasizing patent application, light application of achievements".

The World Intellectual Property Organization (WIPO) released the 2018 Global Innovation Index Report (GII). According to the spending in China, science and technology workers and development personnel number and publish academic papers in the world first or second. More than the vast majority of high-income economies, our country has become a veritable "innovation power".

However, in 2020, China only ranked 14th in the world in terms of its comprehensive innovation capacity. According to the 2020 annual report released by the European Patent Office (EPO), Chinese companies applied for only 7% of the total, while the United States led the way, accounting for 25% of the total applications, followed by Germany and Japan, with China ranked fifth.

According to the 2020 China Patent Survey report released by the State Intellectual Property Office of China, the industrialization rate of effective invention patents in 2020 was only 34.7%, an increase of 1.8 percentage points compared with 2019, but compared with 36.7% in 2016 and 36.2% in 2017, the recovery trend is still insufficient.

Based on this, high and new technology enterprises must realize the transformation from innovation quantity to innovation quality, solve some practical problems, grasp the new opportunities, seize new opportunities, need to abandon the paradigm of past success and experience, develop the enterprise vision and development strategy, look for breakthrough innovation, and find a new path so as to realize continuous innovation.

Therefore, it is necessary, under the perspective of cross-border knowledge search research and active organization, to forget the influence of high-tech enterprise dual innovation.

Objectives
This study believes that active organization forgetting has a positive impact on the dual innovation of high-tech enterprises. In this process, cross-border search plays an important role as an intermediary, while the absorption ability is in cross-border search and enterprise dual innovation. The main objectives of this study are to:
- discusses the active organization forget, cross-border search, and high-tech enterprise binary innovation of the relationship between the three surfaces and absorption ability between cross-border search and enterprise dual innovation, and realizes that the active organization forgets the high-tech enterprise dual innovation, the theoretical model of the relationship between the four is formed;
- through empirical research on the dual innovation relationship between forgetting and high-tech enterprises, explore the positive role of cross-border search as an intermediary variable in realizing the dual innovation of high-tech enterprises, and improve the theory of organizational learning and knowledge management;
- explore the influence of absorption capacity as a regulatory variable on the cross-boundary knowledge search of intermediary variables and provide suggestions and improvement measures for high-tech enterprises to realize dual innovation.

Through the research in this paper, we can deepen our understanding of the concept of active organization forgetting, study the relationship between these structures, guide high-
tech enterprises on how to improve their dual innovation, and provide theoretical basis and guidance for the management of enterprises.

**Literature review**

**Resource-based theory**

In the 1980s, the industry analysis theory was dominant, as represented by Michael Port scholars who think the external environment is an enterprise competitive advantage, the enterprise profits from industry characteristics and enterprises, and industry positioning.

The theory better explains the relationship between company performance and the external environment but fails to analyze the deep cause of the profit gap between enterprises in the same industry (Barney, 1991).

Based on this, Wernerfelt (1984), Barney (1991), and Peteraf (1993) have proposed and developed the basic concept of enterprise resources (resource-based view, RBV) (Barney, 1991; Peteraf, 1993).

**Knowledge management theory**

Knowledge management theory is derived from resource-based theory. Compared with the latter, the theory of knowledge management especially emphasizes the importance of knowledge and believes that the knowledge created, stored, and used by the organization is the most strategically important resource of an enterprise (Spender & Grant, 1996; Grant, 1996).

Knowledge management theory answers the question of why organizations survive in the form of existing structures in a wide variety of organizational structures. According to the theory pointed out, enterprises exist to better create and utilize knowledge; that is, what enterprises do better than the market lies in the knowledge sharing and transfer of individuals and groups within the organization.

In the past, enterprise theory only regarded enterprises as the collection of contracts and only cared about how to effectively distribute property ownership. Knowledge management theory assumes that enterprises are the carriers of heterogeneous knowledge and a knowledge processing system. One of the key capabilities of enterprises lies in whether they can effectively manage and use this knowledge.

The knowledge base of an enterprise is composed of prior knowledge and knowledge sources; the prior knowledge is internalized in enterprise organizations, and the knowledge source is reflected in the relationship between innovation subjects and knowledge production organizations of enterprises, peers, suppliers, customers, and scientific research institutions (Cohen & Levinthal, 1990).

The knowledge base can be divided into synthetic knowledge bases (synthetic knowledge bases) and decomposed knowledge bases (analytical knowledge bases). The synthetic knowledge base includes a new combination of existing knowledge and existing knowledge elements, and the decomposed knowledge base is reflected in the new knowledge generated through scientific research and exploration.

Due to changes in the external technology environment, the market environment (customer demand change, supplier price increase, competitor market strategy change), and other factors, enterprises need to constantly change their internal knowledge base in order to match them.
RESEARCH ON THE RELATIONSHIP BETWEEN

The increase and decrease of the number of knowledge elements and the change in the relationship between knowledge elements constitute the dynamic development of the knowledge base of each enterprise.

Through technical search, the enterprise gradually absorbs other knowledge to optimize and improve its internal knowledge base. Enterprises expand their own technological and organizational boundaries through exploratory search so as to expand their knowledge base and thus promote enterprise innovation.

**Theory of organizational learning**

The study of organizational learning theory originates in management. Since the 1970s, when Chris Argyris (Chris Argyris) and Shane (Donald Schon) proposed the concept of organizational learning, scholars who systematically studied organizational learning have begun to appear.

With the launch of Senge's "Fifth Training" (1990) the industry has set off a climax of learning organization construction. Organizational learning has developed rapidly as the best tool to overcome development obstacles and continuously promote change. In organizational theory, organizational learning is considered an important means of seeking, maintaining, and improving competitiveness, productivity, and innovation in an uncertain technological and market environment (Dodgson, 1993).

At present, the researchers have analyzed and explored the concept, classification, influencing factors, and other aspects of organizational learning from different perspectives, which establishes a foundation for the future development of the field of organizational learning.

**Dual innovation theory**

In the 1970s, Duncan (1976) first used the term "organizational binary" (organizational ambidexterity) (Duncan, 1976). The organizational dual dimension refers to the behavioral characteristics of enterprises committed to existing undertakings and new undertakings at the same time. Its essence is to explore how enterprises manage and coordinate different types of organizational behaviors that conflict and promote each other, so as to solve the paradox of enterprises facing strategic decisions.

On the one hand, organizations need to focus on existing affairs and deeply dig into existing knowledge to ensure current profits and maintain organizational stability; on the other hand, they need to conduct new affairs and develop new knowledge to meet future development needs (Benner, 2002).

March (1991) for the first time pointed out the difference between "exploration" (exploratory) and "utilization" (exploitative) in organizational learning research. Exploration is an activity related to search, experiment, change, and innovation, while utilization is an activity related to refining and improvement.

Later, scholars extended the concept of "dual elements" to the field of innovative research, dividing innovation into exploratory innovation (exploratory innovation), utilization innovation (exploitative innovation), radical innovation (radical innovation), and progressive innovation (incremental innovation).

Exploratory innovation, or radical innovation with new knowledge and technology as the starting point, is a kind of deviation from the existing technology track; it is a large, more aggressive innovation behavior.
Its purpose is to meet the demand of emerging customers or a new development market by creating new products to attract new customers through outstanding "search, change, test, and discovery" (March, 1991).

Exploratory innovation helps enterprises achieve fundamental change and innovation. Although often accompanied by high investment and high risk, once successful, exploratory innovation will bring higher market yield and a more lasting competitive advantage to enterprises.

And using innovation, or progressive innovation, is to postpone existing technology's trajectory; small, progressive innovation behavior; its essence is the possibility of reuse and the depth of the old development; improve existing products or designs designed to meet the current customer or market demand; and emphasize "improvement, efficiency, selection, and execution".

He & Wong (2004) argue that the essence of innovation and exploratory innovation is "old certainty" and "exploring new possibilities" and point out that the dual innovation is the enterprise using the existing knowledge and technology in the mature market to improve efficiency to realize the use of innovation and introducing new knowledge and developing new products to develop new markets to achieve exploratory innovation. Since then, research on binary innovation has mushroomed.

**Review of the existing studies**

This section mainly reviews the relevant studies of active organization forgetting, analyzes the evolution and development of active organization forgetting, the dynamic process of organizational knowledge based on "forgetting-learning," the conceptual connotation and structural dimension of active organization forgetting, and the relationship between the organizational memory (knowledge) system and organizational inertia. Through combing the existing literature, it is found that the research on active organization forgetting mainly originated from research related to forgetting and learning, and most of the early forgetting is based on the individual level.

However, the contribution of the early research also laid the foundation for the subsequent research on organizational forgetting. At present, the research system of active organizations, both at home and abroad, is not mature. Although the foreign academic circles have made some achievements, on the whole, the breadth and depth of relevant literature accumulation are not enough; the research is basically in a period of exploration and development, and the theory of forgetting needs to be further improved.

From a domestic point of view, the attention paid to the research of active organizations is not enough; there are few related studies, and most of them are qualitative and descriptive research with a lack of innovative and representative empirical research results. Specific views and research about active organizations forget mainly the following two problems:

On the one hand, about the concept of active organization, forget connotation, the structure dimension definition, the academic consensus, scholars are basic according to their own research topic of active organization, forget put forward different definitions, and understanding for active organization is most based on perceptual understanding and understanding, the lack of rigorous scientific analysis and explanation. At the same time, different scholars on the structural dimension, division, and operational measurement of active organizations also choose different division methods and measurement standards
RESEARCH ON THE RELATIONSHIP BETWEEN

according to their research and topics. The concept definition, the inconsistency of the structural dimension, and the measurement standard of active organization forgetting greatly limit the in-depth development of the theory of active organization forgetting, which also shows that the applied research of the theory of active organization forgetting has not yet formed a system and needs to be further deepened and improved.

On the other hand, the formation and development mechanism of active organizational forgetting is not clear, and its important role in the dynamic evolution and development process of the organizational memory (knowledge) system needs to be studied.

The improvement of organizational memory level will reduce the flexibility and enhance organizational inertia, while the organization purposefully discarding memory (knowledge) can bring new learning processes, improve the innovation and flexibility of the organization, and avoid the organization falling into "core rigidity".

Now about the formation of the active organization forget and how to influence the organization memory (knowledge) system and promote high-tech enterprise binary innovation and flexibility research, therefore, the depth of active organization forget formation mechanism and the influence of high-tech enterprise dual innovation mechanism has very important significance and can help us uncover under the cross-border search, active organization to forget the influence of high-tech enterprise dual innovation mechanism, for the enterprise to build "forget-learning organization" to provide theoretical and practical guidance.

**Conceptual Framework**

Based on the analysis above we can conclude that: active organization should have a positive effect on dual innovation and can have a positive impact on dual innovation; has a positive impact on crossover search, which may be direct or indirect; and absorption capacity should adjust between crossover search and enterprise dual innovation.

![Figure 1 – Conceptual framework of the study](made by the author)
In this way, we put forward the theoretical model and empirical idea diagram of active organization forgetting, cross-border search, absorption ability, and dual innovation of high-tech enterprises and the relationship between them, and we put forward the total hypothesis of H1 to H5.

Based on the above discussion, the text summarizes 5 total hypotheses with 14 sub-hypotheses for a total of 19 hypotheses.

Table 1 - Study Hypotheses
(made by the author)

<table>
<thead>
<tr>
<th>number</th>
<th>Summary of the study hypothesis</th>
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<tbody>
<tr>
<td>H1</td>
<td>Active organization and forgetting has a positive impact on the dual innovation of high-tech enterprises</td>
</tr>
<tr>
<td>H1a</td>
<td>Forgetting learning has a positive impact on the dual innovation of high-tech enterprises</td>
</tr>
<tr>
<td>H1b</td>
<td>Avoid bad habits has a positive impact on the dual innovation of high-tech enterprises</td>
</tr>
<tr>
<td>H2</td>
<td>Active organization of forgetting has a positive impact on cross-border search;</td>
</tr>
<tr>
<td>H2a</td>
<td>Forgetting learning has a positive impact on technological crossover</td>
</tr>
<tr>
<td>H2b</td>
<td>Forgetting learning has a positive impact on market crossover</td>
</tr>
<tr>
<td>H2c</td>
<td>Avoid bad habits from having a positive impact on technological crossover</td>
</tr>
<tr>
<td>H2d</td>
<td>Avoid bad habits that can have a positive impact on market crossover</td>
</tr>
<tr>
<td>H3</td>
<td>Cross-border search has a positive impact on the dual innovation of high-tech enterprises</td>
</tr>
<tr>
<td>H3a</td>
<td>Technology crossover has a positive impact on the dual innovation of high-tech enterprises</td>
</tr>
<tr>
<td>H3b</td>
<td>Market crossover has a positive impact on the dual innovation of high-tech enterprises</td>
</tr>
<tr>
<td>H4</td>
<td>Active organization forgets that cross-border search has a positive impact on the dual innovation of high-tech enterprises</td>
</tr>
<tr>
<td>H4a</td>
<td>Forget about learning through technology crossover has a positive impact on the dual innovation of high-tech enterprises</td>
</tr>
<tr>
<td>H4b</td>
<td>Forget-learning has a positive impact on the dual innovation of high-tech enterprises through market crossover</td>
</tr>
<tr>
<td>H4c</td>
<td>Avoid bad influence on the dual innovation of high-tech enterprises through technology crossover</td>
</tr>
<tr>
<td>H4d</td>
<td>Avoid bad habits to have a positive impact on the dual innovation of high-tech enterprises through market crossover</td>
</tr>
<tr>
<td>H5</td>
<td>Absorption capacity plays a positive role in cross-border search and dual innovation of high-tech enterprises</td>
</tr>
<tr>
<td>H5a</td>
<td>Absorption ability has a positive regulating role in technology transboundary and enterprise dual innovation</td>
</tr>
<tr>
<td>H5b</td>
<td>Absorption ability has a positive regulating role in market crossover and enterprise dual innovation</td>
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</table>
RESEARCH ON THE RELATIONSHIP BETWEEN

Methodology

(1) Literature law research method. In this paper, a large number of data about active organization forgetting, cross-border search, absorption ability, and dual innovation are consulted. By sorting out the literature to clarify the connotation of each variable, we also learned about the possible "black box" in this field. Based on this, according to the theories of knowledge management, organizational learning theory, and dual innovation theory, this paper analyzes the relationship between related variables and establishes a theoretical model of the relationship between them.

(2) Interview method. In order to further understand the impact of active organization on the dual innovation of high-tech enterprises, this paper takes a semi-structured form in the interview method. Based on the determination of the interview outline, the semi-structured interview is organized. The interview objects mainly include the managers and general employees of high-tech enterprises, mainly taking field visits and discussions. In the interview process and after the interview, the interview content made specific records of the interview and conducted a comprehensive analysis, which clarified the relationship between the active organization to forget and the dual innovation of high-tech enterprises, so as to ensure that the theoretical framework of this paper has possible support.

(3) Questionnaire survey method. Based on the analysis of the literature and the summary of practical experience, to put forward the composition of the concept variables and measurement dimension, the initial questionnaire after communication with experts, to use the preliminary questionnaire, and then pretest, according to the test results, to determine the modification of the questionnaire, to ensure the validity of the questionnaire. Finally, this questionnaire was used to conduct a large sample survey. The questionnaire was designed and distributed, and then the sample data were obtained according to the situation of the collected questionnaire.

(4) Empirical research method. The data from the questionnaire survey were analyzed by SPSS and AMOS to validate the conceptual model and hypothesis and get specific practice guidance.

Results

Active organization and forgetting have a positive impact on the dual innovation of high-tech enterprises. The two dimensions of active organization and forgetting, learning, and avoiding bad habits both have a positive impact on the dual innovation of high-tech enterprises.

Forget learning is the initiative to discard knowledge that is inconsistent with strategic or environmental assumptions in the process of using existing knowledge, including outdated thinking mode, operation mode, values, and outdated strategic environment assumptions. Although this knowledge is also on the corresponding level of exploratory innovation, the inherent processes, systems, and practices of these enterprises, especially successful experience, are deeply rooted.

Unless there are sharp changes in the external environment, it is difficult for enterprises to change and breakthrough in a short time. In this case, the organization's thinking mode, operation mode, values, and strategic environment hypothesis will change along with the change in the social economy and rapid change.
Such organizations can, by forgetting the old processes, systems, and practices and learning new rules, adapt to the new market demand mode to improve their enterprise practice innovation ability. Therefore, forgetting learning has a positive impact on the dual innovation of high-tech enterprises.

Active organization of forgetting has a positive impact on cross-border search. After the above analysis, we can see that enterprises with strong knowledge influence tend to acquire heterogeneous knowledge of their needs through diversified intermediate channels, so for enterprises with strong learning ability, cross-border search behavior is also more active. Enterprises usually take the initiative to build suppliers, scientific research institutions, technical service companies, and other interactive platforms or places, such as technology conferences, art sessions, seminars around specific issues, etc., so as to understand the latest technology development points and shorten the time of internal research and development.

Using the emotional support such as trust and commitment brought by knowledge influence, enterprises usually create opportunities to share market information with customers, channels, and professional service companies, such as by launching some informal analysis seminars and easily searching for the latest demand information of the market client.

Cross-border search has a positive impact on the dual innovation of high-tech enterprises. Through the above analysis, it can be seen that practical innovation ability is an important factor affecting the market competitiveness of high-tech enterprises, and the development of innovation activities is closely related to the cross-border search ability of high-tech enterprises. Knowledge management theory believes that knowledge is the core resource for enterprises to obtain competitive advantages. How to improve the practical innovation ability of enterprises through effective knowledge management has attracted the attention of many scholars. With the rapid development of knowledge management theory, more and more scholars have found that the knowledge base is usually not alone but, through some path, interdependent and connected to each other. Therefore, a cross-border search for heterogeneous knowledge ability to improve the practice of high-tech enterprise innovation ability has a key role. As we can see from the previous discussion, the technology crossover in the cross-border search will have a positive impact on the dual innovation of high-tech enterprises, and at the same time, the market crossover will also have a positive impact on the dual innovation of high-tech enterprises.

Actively organize to forget that cross-border search has a positive impact on the dual innovation of high-tech enterprises. If high-tech enterprises need to use knowledge to improve their abilities and establish their core competitive advantage, in addition to actively acquiring knowledge, the more important thing is the ability to deal with knowledge. Crossover search is the channel that makes knowledge deeply processed and achieves effectiveness. Cross-border search can facilitate the collision and fusion of knowledge elements, help realize knowledge transfer, inspire the members of the organization, gradually create new elements through mutual communication, evaluation, and improvement, and produce a knowledge innovation effect.

The intermediary role of cross-border search in active organization forgetting and dual innovation in high-tech enterprises is reflected in: First, when high-tech enterprises conduct cross-border search, A higher cognitive level of learned and screened knowledge, greater acceptance capacity, and the ability to more easily and skillfully integrate it within the
organization. Promoting knowledge aggregation helps to solve the innovation problem of enterprises; second, with the help of cross-border search, it can timely and accurately identify easy mistakes in innovation and respond to customer demands, market trends, and industry trends, reducing the blindness of the innovation process; third, cross-border search can help high-tech enterprises learn the knowledge conducive to enterprise technological innovation and market innovation.

And reasonably avoid high-tech enterprises falling into the "memory trap" of past successful experience, in this way, high-tech enterprises can better realize the distinction between homogeneous and heterogeneous knowledge and achieve better sharing. To stimulate innovative thinking, help enterprises achieve breakthrough innovation results.

Therefore, this paper believes that the active organization forgets through technology cross-border search has a positive impact on the dual innovation of high-tech enterprises, while the active organization forgets through market cross-border search also has a positive impact on the dual innovation of high-tech enterprises.

Absorption capacity has a positive regulating role in cross-border search and dual innovation in high-tech enterprises. Through the above analysis, we can know that although most scholars define absorption ability at the level of enterprise ability, they believe that absorption and absorption ability are the ability to obtain, digest, transform, and use external information, which will provide the resource basis for dual innovation in enterprises by absorbing external resources.

And exploratory innovation of uniqueness and novelty will usually bring disruptive change to industry. Absorption ability can help to obtain and digest external information or knowledge, the external resources into the enterprise and use them to expand the enterprise knowledge base, enhance the understanding of the enterprise, and promote the generation of new ideas. Empirical research also shows that high-tech enterprises with strong absorption ability can acquire valuable knowledge from the external environment more quickly, thus increasing the knowledge base of exploratory innovation, while those enterprises that cannot acquire, assimilate, or utilize new knowledge find it difficult to realize the business value of exploratory innovation.

Moreover, exploratory innovation requires the reorganization or transformation of new knowledge with existing knowledge, and the process may produce new ideas that are beneficial to exploratory innovation. Similarly, absorption capacity can also promote utilization innovation, and improving existing products or services also requires learning or absorbing some new knowledge so as to help high-tech enterprises gain more revenue in the existing market. Previous studies have also shown that the combination of knowledge with similar external knowledge can promote utilization innovation.

For example, to realize the value of utilization innovation, we need to combine external knowledge and existing market knowledge and take the absorption of external knowledge as the routine learning activity of enterprises, which can directly strengthen the existing knowledge base of enterprises and make it serve for utilization innovation.

Discussion

Strengthen the management of active organization and forgetting, and pay attention to the role of active organization and forgetting in the innovation of high-tech enterprises.
Through this paper, we can find that strengthening active organization forgetting is beneficial to improving the dual innovation ability of organizations. This requires enterprises in the process of innovation to establish the corresponding management system and strengthen the management of active organizations to forget, especially at present in our country. High-tech enterprises generally give priority to the understanding of organizational learning memory because active organizations forget enough and lack of active organizations to forget management strategies and methods, which strengthens the need to learn quickly because people forget quickly.

How can high-tech enterprises adopt active organization and forget management strategies and methods?

Firstly, the high-tech enterprise should formulate a knowledge management strategy according to its development strategy, formulate a knowledge management process, and strengthen the organization, actively forgetting management from the rules and regulations.

Secondly, the knowledge must be measured according to the strategic objectives of the enterprise, the ability to improve competitiveness and create value for the organization. If knowledge is not suitable for the development of the organization, the "avoid aversion" strategy must be decisively adopted; third, the knowledge stored in the enterprise may need to be used again when appropriate. When using the knowledge stored in the enterprise memory system, the organization determines the use value of the old knowledge based on the changes in the environment of the enterprise. Take the initiative to forget the worthless old knowledge; otherwise, these old ideas and habits will gradually accumulate and become an obstacle to the further development of the organization.

Pay attention to the combination of knowledge management theory and innovation theory and help to improve the practical innovation ability of high-tech enterprises. The increasingly fierce competition in the market environment will promote the rapid development of technology.

Innovation is an important source of new technology and also the only way for high-tech enterprises to obtain competitive advantages. With the rapid development of China's social economy, China's manufacturing enterprises have been deeply embedded in the global manufacturing industry chain.

At present, the global manufacturing industry chain continues to be deeply adjusted, and the competition between the manufacturing industries of different countries has begun. China's manufacturing industry is also facing the challenge of industrial chain restructuring. In particular, the lack of core technology competitiveness in some industries has made it an urgent problem for Chinese manufacturing enterprises, especially high-tech enterprises, to make up for this weakness. The adjustment and extension of the manufacturing industry chain promote industrial linkage and make cross-border search and cross-border integration become the development trends of manufacturing enterprises.

Traditional single-field thinking has been unable to meet the development needs of manufacturing enterprises, so we must constantly improve the level of industrial cross-border integration to build an advanced manufacturing industry.

Flexible use of the ability of cross-border search to improve the dual innovation of high and new technology. No matter what type of cross-border search it is, it is inseparable from the effective support of various resources.
RESEARCH ON THE RELATIONSHIP BETWEEN

Therefore, in order to maximize the role of cross-border search in promoting the performance of high-tech enterprises, high-tech enterprises should conduct cross-border search and make decisions based on the deployment of internal and external resources.

References: