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PARADIGM SHIFT IN CHINESE ENTREPRENEURSHIP UNDER THE GUIDANCE OF THE 15TH FIVE-YEAR PLAN: FROM MARKET-DRIVEN TO MISSION-DRIVEN

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Abstract: With the introduction of the 15th Five-Year Plan (FYP), China has set forth new expectations for entrepreneurship, signaling a shift beyond a purely market-driven orientation towards a more profound, mission-driven approach. Historically, market-driven entrepreneurship has played an indispensable role in promoting economic development and enhancing innovative capacity. However, in the new era, the limitations of this model have become increasingly apparent, necessitating a paradigm shift from market-driven to mission-driven entrepreneurship.The 15th FYP emphasizes that entrepreneurs should not only pursue economic returns but also undertake multiple missions, including advancing technological innovation, achieving green development, and safeguarding national security. This transformation represents a deepening of the understanding of the entrepreneur's role and an enrichment of the connotation of entrepreneursh ip. Therefore, this study aims to explore the new connotation, characteristics, and formation mechanisms of mission-driven entrepreneurship, analyzing its practical pathways within the context of the 15th FYP. The research objective is to construct an analytical framework to explain the dimensions and driving factors of mission-driven entrepreneurship. Through case studies, it will reveal how this spirit is embodied in actual business operations. The theoretical contribution of this research lies in enriching existing theories of entrepreneurship, particularly their application in the Chinese context, and providing theoretical support for understanding new trends in entrepreneurial spirit.Statistics show that entrepreneurship is crucial for enhancing a nation's innovative capacity. For instance, research indicates that mission-driven entrepreneurs are more inclined to invest in long-term R&D projects, which significantly drives technological innovation and industrial upgrading. Furthermore, amidst intensified global economic integration and competition, the transformation of entrepreneurship is of great significance for enhancing national competitiveness.Regarding core propositions, this study will explore the following key issues: first, the new requirements for entrepreneurship and their substance as proposed by the 15th FYP; second, the necessity of the paradigm shift from market-driven to mission-driven; and third, how to construct an analytical framework for mission-driven entrepreneurship and the theoretical and practical implications of this framework. Through an in-depth analysis of these issues, this study will provide a systematic understanding of this entrepreneurial transformation and offer policy recommendations.
Keywords: 15th Five-Year Plan (15th FYP); Entrepreneurship; Corporate innovation; Market-driven; High-quality development; New quality productive forces

1 INTRODUCTION

Market-driven entrepreneurship has historically served as a pivotal engine for economic growth, propelling the rapid development of social productive forces by stimulating market vitality and innovation momentum. However, with the deepening of economic globalization and profound structural changes within the domestic economy, the limitations of this paradigm have become increasingly palpable. Empirical evidence indicates that corporate behavior driven solely by the pursuit of economic metrics has, to a certain extent, resulted in resource mismatch and environmental degradation. Furthermore, in the face of intensifying international competition and external uncertainties, traditional entrepreneurship often falls short in terms of strategic vision and adaptive capacity. The promulgation of the "15th Five-Year Plan" signals a strategic paradigm shift in national development: a transition from a purely "market-driven" orientation to a "mission-driven" one. This transformation necessitates that entrepreneurs possess not only acute market insight but also a profound sense of mission to serve national strategies and shoulder social responsibilities. In this context, the role of the entrepreneur is evolving from a rational "economic actor" to a "strategic executor," requiring the alignment of individual interests with national imperatives to achieve high-quality development. Research suggests that mission-driven entrepreneurship is better positioned to meet national strategic demands, driving structural optimization and sustainable development through technological innovation and industrial upgrading. Guided by the "15th Five-Year Plan," entrepreneurs are endowed with new missions, such as fostering self-reliance and self-strengthening in science and technology, promoting green transition, and safeguarding national security. These mandates demand broader horizons, long-term vision, and robust strategic execution capabilities. In this new era, the evolution of the entrepreneurial role is reflected not only at the strategic level but also in the redefinition of the entrepreneurial spirit itself. Unlike traditional entrepreneurship, which emphasizes individual heroism and market competition, the new paradigm prioritizes collaboration, social value, and long-range planning. This shift is not only consistent with national strategic guidelines but is also an inevitable choice for adapting to economic globalization and social progress. In summary, the research problem is intrinsically linked to the contemporary context: the limitations of market-driven entrepreneurship call for a transformation of the entrepreneurial role, while the "15th Five-Year Plan" provides a clear path and objective for this transition. As strategic executors, entrepreneurs must continuously adapt to and lead new trends in economic development[1].

Against this strategic backdrop, investigating mission-driven entrepreneurship holds significant theoretical and practical value. Theoretically, constructing an analytical framework for mission-driven entrepreneurship deepens the understanding of the essence of entrepreneurship, particularly within the context of Chinese characteristics. By systematically analyzing its dimensions and structure, this study enriches the theoretical system of Chinese entrepreneurship, providing a foundation for future research. Practically, this study offers a reference for policy formulation and corporate strategy. Responding to the national deployment of "strengthening the principal position of enterprises in innovation," this research suggests how policy guidance and institutional design can stimulate the active role of entrepreneurs in innovation-driven development. By analyzing practices of mission fulfillment, it provides strategic guidance for corporate transformation and upgrading, facilitating the shift from market-driven to mission-driven models for sustainable development. Policy-wise, the value of this study lies in its in-depth interpretation of the entrepreneurial role shift under the "15th Five-Year Plan," offering theoretical support for government departments to formulate policies supporting corporate innovation. Clarifying the central role of entrepreneurs in technological innovation and their key function in implementing national strategies helps form a more effective policy environment, fostering synergistic development among enterprises, society, and the state. Additionally, through case studies, this research showcases successful practices in mission-driven strategies across different industries and scales, offering replicable models and paths. Comparative analysis reveals the challenges and opportunities inherent in this transition, providing empirical evidence for entrepreneurial strategic decision-making. In conclusion, this study not only expands the theoretical domain of entrepreneurship but also provides concrete operational suggestions and development directions at practical and policy levels, holding substantial theoretical and realistic significance for promoting the transformation and upgrading of entrepreneurship in China.This study aims to construct a theoretical framework and reveal the new requirements imposed on entrepreneurship by the "15th Five-Year Plan." Methodologically, this study employs textual analysis to meticulously interpret the text of the "15th Five-Year Plan," uncovering its role expectations and spiritual requirements for entrepreneurs. Furthermore, textual analysis is applied to analyze actual corporate cases to understand behavioral patterns and strategic choices in different contexts. The case study method focuses on the practical exploration of specific entrepreneurs; by selecting cases that are typical in terms of mission-driven orientation, this study aims to distill key factors for successful transformation and the challenges faced.

The structure of the remainder of this paper is organized as follows: First, the study clarifies the core concepts and dimensions of mission-driven entrepreneurship, defining the operationalization of "mission-driven" and distinguishing its boundaries from "market-driven" and "social-driven" models. On this basis, a multi-dimensional constitutive model is constructed, comprising the dimensions of strategic mission, organizational capability, and value creation. Next, the study explores the driving mechanisms and implementation paths, analyzing the roles of policy incentive mechanisms, entrepreneurial cognitive reconstruction, and organizational adaptation mechanisms. These analyses facilitate an understanding of the internal logic and external conditions of the transformation of entrepreneurship. In the specific analysis of the "15th Five-Year Plan" text, the study discusses the reshaping of the entrepreneurial role from the level of overall goals, and deeply interprets key task clauses, as well as relevant policy tools and support systems. In the case study section, the study selects two enterprises—one from the integrated circuit industry and another from the new energy system construction sector—to analyze their practices in responding to national strategies, adjusting organizational structures, determining R&D investments, and coping with market changes. Finally, the study discusses the challenges, dynamics, and institutional compatibility of the paradigm shift, proposing suggestions for optimizing the institutional environment, summarizing major research findings, and discussing theoretical contributions, policy implications, research limitations, and future prospects. Through these research methods and structural arrangements, this study aims to provide a comprehensive analytical perspective to deeply understand the transformation and development of mission-driven entrepreneurship under the guidance of the "15th Five-Year Plan."

2 FROM MARKET-DRIVEN TO MISSION-DRIVEN: THEORETICAL EVOLUTION AND LITERATURE REVIEW

2.1 Review of Research Related to the "15th Five-Year Plan"

Against the backdrop of the "15th Five-Year Plan," green transition and secure development have emerged as critical imperatives for corporate behavioral adjustment. Research indicates that as key entities in the implementation of national strategies, enterprises are undergoing a significant transformation in their behavioral patterns, a phenomenon that has garnered widespread academic attention. The following is a review of relevant literature.

In terms of green transition, research focuses on how enterprises respond to the national call for ecological civilization construction. Scholars have analyzed practical cases of corporate engagement in green technological innovation, cleaner production, and the circular economy. Statistical data reveals that since the implementation of the "15th Five-Year

Plan," the pace of corporate green transition has accelerated, with a large number of firms strategically laying out green industries to promote the optimization and upgrading of the industrial structure. However, enterprises face numerous challenges during this transition, such as technical barriers, financial constraints, and market risks.In the domain of secure development, research centers on how enterprises construct safety management systems to enhance the stability of industrial and supply chains. Findings suggest that enterprises play the role of "guardians of resilience" in the construction of the national security barrier. Under policy guidance, firms are required to not only focus on economic benefits but also strengthen their contributions to national security. For instance, some enterprises have enhanced their capacity to withstand external risks through strategies such as supply chain diversification and localization of production.

Current academic research has achieved preliminary results in the following aspects:

First, academic interpretations of the role positioning of enterprises within the planning text. These studies show that the status of enterprises in national strategy is becoming increasingly prominent. The Plan explicitly defines enterprises as the principal entities of technological innovation and key forces driving green transition and secure development. This role positioning provides a clear direction for corporate behavior.

Second, research progress on "self-reliance and self-strengthening in science and technology" and the enterprise as the main body of innovation[2]. This stream of literature reveals how firms enhance core competitiveness through technological innovation. For example, some enterprises have achieved breakthroughs in key core technologies through cooperation with national laboratories and Industry-University-Research (IUR) synergy.

Finally, preliminary discussions on the impact of green transition and secure development on corporate behavior. These studies point out the internal and external challenges faced by firms. The uncertainty of the external environment and the complexity of internal management impose higher requirements on enterprises. In the process of green transition, firms need not only technological innovation but also innovation in business models and organizational structures.

Despite these achievements, a gap remains in the research regarding the "Plan-Enterprise-Spirit" linkage mechanism. Future research should pay greater attention to how enterprises implement national strategies in actual operations and how to drive the transformation of corporate behavior through institutional innovation.

2.2 The Traditional Theoretical Trajectory of Entrepreneurship

The concept of market-driven entrepreneurship primarily revolves around the individual's ability to identify and exploit market opportunities. Within this traditional theoretical lineage, Joseph Schumpeter viewed the entrepreneur as the primary agent of innovation, emphasizing their role in disrupting old equilibriums and driving technological progress and industrial change (often referred to as creative destruction). Israel Kirzner, on the other hand, focused on the function of entrepreneurial alertness and opportunity discovery, arguing that entrepreneurs achieve efficient resource allocation through information processing and decision-making in the market process.

The characteristics of the market-driven paradigm are manifested in entrepreneurial behaviors that are largely guided by market signals and profit motives, with performance typically measured by the maximization of economic benefits. Research shows that under this paradigm, entrepreneurs have promoted the development and prosperity of the market economy through continuous innovation and risk-taking.In the Chinese context, research on the evolution of entrepreneurship emphasizes integration with national conditions. Since the Reform and Opening Up, market-driven entrepreneurship has played a vital role in propelling China's economic development. However, with the deepening of the market economy, the market-driven paradigm has also exposed certain limitations, such as excessive competition and resource misallocation.Regarding the performance of the market-driven paradigm, statistics indicate that entrepreneurship has achieved significant results in promoting employment, improving production efficiency, and driving technological innovation. Conversely, problems persist, such as entrepreneurs focusing excessively on short-term interests (myopia) while neglecting social responsibilities.Furthermore, the connotation of entrepreneurship under the market-driven paradigm emphasizes individualism and free competition. In contemporary China, however, with the adjustment of national strategies, entrepreneurship is gradually transitioning toward a mission-driven model, which places greater emphasis on serving the overall situation of national development and realizing social value.

In summary, while entrepreneurship under the traditional theoretical trajectory—with market drivers at its core—has promoted economic development to a certain extent, its connotation and performance are now facing new challenges and a demand for transformation[3].

Given the complexities inherent in the digital economy, establishing robust mechanisms for data element circulation is paramount. However, current practices are often hindered by significant theoretical and practical obstacles. To address these issues systematically, this study develops a comprehensive research structure grounded in high-level national strategic directives. Grounded in the spirit of the 4th Plenary Session of the 20th CPC Central Committee and the deployment of the "15th Five-Year Plan," we propose a holistic approach to designing governance rules. The following research framework (Figure 1) visually synthesizes the logical flow of this study, mapping the trajectory from macro-level guiding ideologies and identified challenges to specific governance goals and the tiered construction of concrete platform rules.

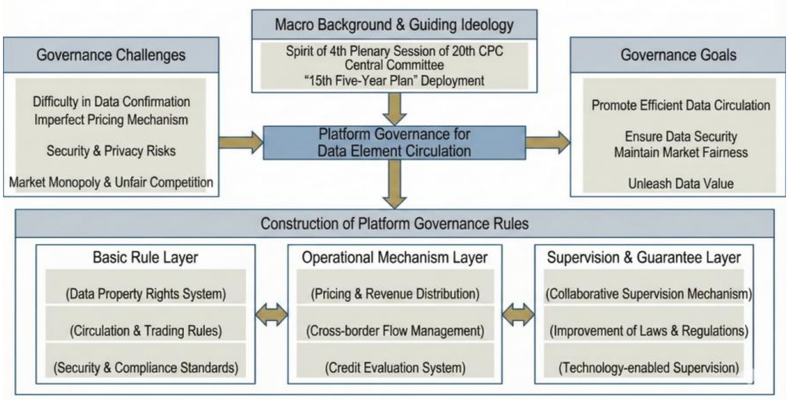

Figure 1 Research Framework for Platform Governance Rules of Data Element Circulation in the Digital Economy

This diagram illustrates the systemic approach adopted in this study. The framework is anchored at the top by the "Macro Background & Guiding Ideology," providing the strategic context derived from key national policies. This guidance directs the central focus on "Platform Governance for Data Element Circulation." The framework explicitly bridges the gap between current "Governance Challenges"—such as difficulties in data confirmation and security risks—shown on the left, and the desired "Governance Goals"—including efficient circulation and market fairness—shown on the right[4]. The core contribution is delineated in the bottom section, "Construction of Platform Governance Rules," which proposes a three-layered governance architecture: a "Basic Rule Layer" for foundational institutions, an "Operational Mechanism Layer" for managing transactions and flows, and a "Supervision & Guarantee Layer" to ensure enforcement and compliance through regulatory and technological means.

2.3 Frontier Exploration of Mission-Driven Entrepreneurship

In existing literature, research regarding the "Plan-Enterprise-Spirit" linkage mechanism remains in an exploratory stage. Although the "15th Five-Year Plan" imposes new requirements on entrepreneurship, the question of how to integrate national strategies with corporate practice—and subsequently internalize them into the entrepreneurial spirit—remains a subject necessitating urgent and in-depth investigation.Studies on social entrepreneurship, Benefit Corporations (B-Corps), and purpose-driven organizations offer fresh perspectives for understanding mission-driven entrepreneurship. Research indicates that social entrepreneurship, as an emerging corporate form, emphasizes that firms must pursue not only economic interests but also social and environmental benefits. B-Corps ensure comprehensive responsibility to stakeholders through legal structures, while purpose-driven organizations prioritize social purpose over profit maximization. These studies provide a theoretical basis for understanding how entrepreneurs can respond to national strategies and shoulder social responsibilities while pursuing economic efficiency.Literature regarding national strategy embedding and entrepreneurial responsibility reconstruction points out that in the new era, the entrepreneur's role is no longer merely that of a primary economic agent, but that of an executor and promoter of national strategies. In this process, the reconstruction of responsibility is paramount; entrepreneurs must transition from the traditional role of a rational "economic actor" to that of a "strategic executor" with a broad strategic vision.However, a significant gap persists in the research on the "Plan-Enterprise-Spirit" linkage mechanism. Specifically, a systematic theoretical framework has yet to be formed regarding how to effectively translate national strategies into an entrepreneur's internal mission drive, and how this translation process impacts corporate behavior and performance. Furthermore, at the policy level, existing research rarely touches upon how to construct an institutional environment that supports mission-driven entrepreneurship or how to guide entrepreneurial behavior through policy tools[5].

Statistical evidence suggests that with the deepening implementation of the "15th Five-Year Plan," an increasing number of enterprises are beginning to value the construction of mission-driven entrepreneurship. Nevertheless, the specific challenges and successful experiences encountered by these firms in practice, as well as how to elevate these experiences into theories with universal guiding significance, require further study. Therefore, exploring frontier issues in mission-driven entrepreneurship not only helps enrich relevant theoretical systems but also makes it possible to provide practical guidance for policymakers and enterprises.

2.4 Institutional Context: Construction of a Unified National Market

The construction of a unified national market serves as a foundational project for building a new development pattern with domestic circulation as the mainstay. With the deepening advancement of the unified national market, various institutional barriers are being progressively dismantled. This effectively facilitates the free flow and efficient allocation of factors such as commodities, services, and technology on a nationwide scale, thereby promoting the continuous expansion of domestic demand and the upgrading of domestic market forms.By standardizing market competition screening, encouraging technological innovation, and promoting consumption upgrading, the state fosters the agglomeration of economic factors toward high-efficiency and innovative industries. This further enhances the dynamic adaptability of the supply system to domestic demand, gradually forming a virtuous cycle where supply and demand mutually reinforce each other, and production and sales flow smoothly. On this basis, the resilience and vitality of the domestic circulation (internal cycle) are continuously strengthened[6]. This not only expands the strategic space for China's economic development but also lays a solid foundation for enhancing international competitiveness and coping with global uncertainties.Looking ahead, the in-depth advancement of the unified national market will further unleash domestic demand potential and enhance the efficacy of supply-demand linkages, injecting enduring momentum into high-quality economic development. Market integration promotes consumption upgrading and industrial modernization, driving robust growth in the domestic demand market. According to annual data published by the National Bureau of Statistics (as shown in Figure 2), total domestic consumption has witnessed sustained growth, rising from 28.66 trillion RMB in 2015 to 48.33 trillion RMB in 2024.

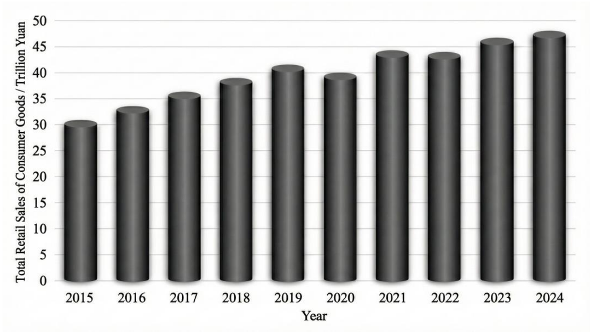

Figure 2 Total Retail Sales of Consumer Goods (2015–2024)

3 CONSTRUCTION OF THE THEORETICAL FRAMEWORK: DIMENSIONAL ANALYSIS OF MISSION-DRIVEN ENTREPRENEURSHIP

3.1 Resource Support for the Innovation Ecosystem: The Mechanism by Which Patient Capital Empowers New Quality Productive Forces

As China enters the "15th Five-Year Plan" period, Chinese modernization is advancing into a stage of in-depth development. The new round of technological revolution and industrial transformation is deepening, and global industrial and supply chains are accelerating their restructuring, exhibiting multi-dimensional trends toward localization, regionalization, and diversification. Chinese enterprises are transitioning from participants in low-end processing to important front-runners in high-end manufacturing and technological innovation. This shift imposes higher requirements on the structure of capital supply. As New Quality Productive Forces gradually become the core support for constructing national competitive advantages, financial capital must undergo a systemic transformation from a short-term arbitrage model to a long-term value orientation[7].

In this context, "patient capital" is regarded as a vital financial force capable of breaking through the short-term profit-seeking limitations of traditional capital and effectively supporting new quality productive forces. By comparison, "impatient capital" represents an acute manifestation of traditional capital; its allocation decisions prioritize financial returns and risk avoidance, thereby compressing the willingness to invest in high-risk, long-cycle projects such as R&D. Consequently, this suppresses the formation of endogenous corporate innovation capabilities and the stable evolution of technological progress paths to a certain extent.

In sharp contrast, patient capital possesses three key characteristics:Extensibility of Investment Horizon: It emphasizes the long-term nature of investment, refusing to treat short-term market fluctuations as exit signals[8]. Instead, it anchors itself to the enterprise's long-term strategic goals and innovation potential.Higher Risk Tolerance: It exhibits a particular preference for "hard-core" technology and disruptive innovation fields characterized by high market risks and long R&D cycles.Multi-dimensional Value Orientation: Beyond economic returns, it simultaneously embeds an evaluation system for market environment and social performance. By constructing a new mechanism of diversified equity investment and financing that matches the entire industrial and supply chain ecosystem, it deeply empowers the structural growth of enterprises.Under the guidance of the "15th Five-Year Plan" strategic goals, patient capital will become a key variable supporting private enterprises in accelerating digital-intelligent transformation and consolidating their technological foundations. It plays a significant role in elevating the participation level of enterprises in global value chains and cultivating world-class clusters of advanced manufacturing and high-end services (Figure 3).

In summary, the rise of patient capital not only provides the material basis for innovation but also calls for a new type of entrepreneurship that can balance long-term benefits with social responsibilities, setting the stage for the mission-driven dimensions discussed below.

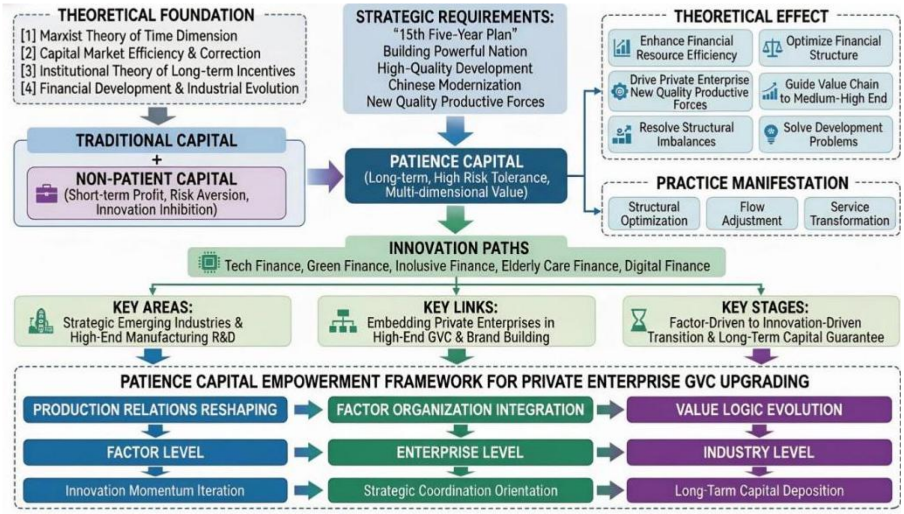

Figure 3 Connotation, Logic, and Pathways of Patient Capital Empowering the Global Value Chain Upgrading of Private Enterprises during the "15th Five-Year Plan" Period

3.2 The Context for Patient Capital Facilitating the Upgrading of Private Enterprises in Global Value Chains during the "15th Five-Year Plan"

The development of private enterprises constitutes a pivotal force in advancing Chinese modernization. Elevating their status and expanding their functions within the Global Value Chain (GVC) is becoming a critical pathway for enhancing national competitive advantages during the "15th Five-Year Plan" period. However, a stark mismatch exists between the financial support private enterprises receive from the capital market and their strategic status in the national economy and industrial development. Simultaneously, a structural contradiction persists between the long-term investment required for the industrial upgrading of private enterprises and the preference of traditional capital for rapid returns. This misalignment has long constrained private enterprises from ascending to the medium-to-high end of the GVC[7].

As a financial modality distinct from traditional capital, patient capital emphasizes long-term value creation. Through its stable investment mechanisms and value-added orientation, it effectively supports private enterprises in achieving sustained breakthroughs in R&D investment, technological accumulation, and brand building. Patient capital promotes the upgrading of private enterprises' value chains from multiple dimensions: macro-level scale expansion and quality improvement, meso-level regional synergy and industrial optimization, and micro-level technological innovation and global expansion. It provides solid capital support and institutional guarantees for embedding firms into the high-value-added links of the GVC.

Supported by various forms of medium-to-long-term capital, China's private enterprises have achieved significant scale and occupy a vital position in the national economy.

First, the scale of private enterprises serves as the foundation for market dominance. Data indicates a powerful momentum of expansion and resource carrying capacity:

The proportion of private enterprises in the total number of enterprises in China increased from 79.4% in 2012 to 92.3% in 2023, reaching 53 million entities.

The total operating revenue of the Top 500 Private Enterprises grew from 10.58 trillion RMB in 2012 to 41.91 trillion RMB in 2023.

The share of private enterprise imports and exports in China's total foreign trade value rose from 42.7% in 2019 to 55.5% in 2024 (Figure 4).

This expansion reflects the enhancement of the overall strength of private enterprises, laying a solid material foundation for acquiring larger market shares and stronger bargaining power in the GVC.

Second, the focus is on elevating development quality to create conditions for embedding into the high end of the value chain. Patient capital highlights a long-term value orientation, guiding private enterprises to transition toward high technology and high efficiency. It facilitates their climb toward the high end of the GVC, such as advanced manufacturing and R&D design[8].

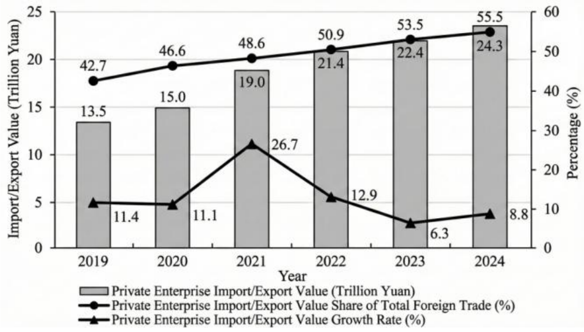

Figure 4 International Trade Participation of Chinese Private Enterprises (2019–2024)

Mission-Driven Entrepreneurship, as an emerging corporate development philosophy, centers on the tight integration of the entrepreneur's value commitment with national strategic orientation[9]. Here, this study first provides an operational definition of "mission-driven" and delineates its boundaries from "market-driven" and "social-driven" models."Mission-driven" refers to a paradigm where entrepreneurs, while adhering to national strategic guidance, integrate corporate development goals with national interests and social responsibilities to form a distinct value commitment. This commitment subsequently guides corporate decision-making and resource allocation. This driving mode transcends the traditional pursuit of profit maximization, emphasizing the unification of social benefits and national interests alongside the creation of economic value.Compared with the "Market-Driven" model, the mission-driven approach places greater emphasis on the entrepreneur's strategic vision and sense of responsibility[10].

Market-driven entrepreneurs typically base decisions on market signals and profit motives.

Mission-driven entrepreneurs, conversely, incorporate national strategic considerations on top of market mechanisms, pursuing long-term value and social contribution.

For example, in the face of the national strategy of "self-reliance and self-strengthening in science and technology," mission-driven entrepreneurs focus not only on market opportunities but are also devoted to achieving breakthroughs in key core technologies to support the nation's technological progress.

In the dimension of the "Social-Driven" model, mission-driven entrepreneurship also exhibits significant differences.Social-driven entrepreneurs primarily act in response to social problems and public needs.Mission-driven entrepreneurs go a step further by aligning corporate goals with national strategies, achieving a dual enhancement of economic and social benefits[11]. For instance, during the construction of a "Beautiful China," mission-driven entrepreneurs are not merely interested in the market potential of environmental products; they are committed to driving the green transition and promoting ecological civilization construction.

Research indicates that mission-driven entrepreneurship manifests unique characteristics in terms of organizational capability, value creation, and driving mechanisms:

Organizational Capability: These entrepreneurs prioritize the cultivation of capabilities for tackling key core technologies and constructing new industrial systems[12].

Value Creation: They pursue a "Triple Bottom Line" comprising economic performance, social benefits, and national interests.Driving Mechanisms: The transformation toward mission-driven entrepreneurship is propelled by the interplay of policy incentive mechanisms, entrepreneurial cognitive reconstruction, and organizational adaptation mechanisms.

In summary, the definition of mission-driven entrepreneurship embodies not only the elevation of the entrepreneur's individual value pursuit but also the manifestation of responsibility under national strategic guidance. By clarifying its boundaries with market-driven and social-driven models, this section lays the theoretical foundation for the subsequent exploration of its dimensional constitution and implementation paths[13].

3.3 Multi-Dimensional Constitutive Model

Within the dimensional analysis of mission-driven entrepreneurship, the value creation dimension constitutes one of the core elements. This dimension emphasizes a comprehensive value creation mode characterized by a "Triple Bottom Line," which balances the realization of social benefits and national interests while pursuing economic performance.

First, Economic Performance is the foundation for corporate survival and development, as well as a vital indicator of entrepreneurship. Under the mission-driven framework, entrepreneurs seek not merely profit maximization but focus on achieving sustainable development through innovation and efficiency improvements. Research indicates that long-term-oriented corporate strategies are more conducive to maintaining competitive advantages, thereby creating stable economic returns for shareholders, employees, and customers.

Second, Social Benefits are an integral component of mission-driven entrepreneurship. This involves environmental protection, the fulfillment of social responsibilities (CSR), and contributions to community development during corporate operations[13]. For instance, statistics show that by implementing green production processes and environmental measures, enterprises can not only reduce negative environmental impacts but also enhance corporate image and strengthen consumer brand loyalty.

Third, National Interests represent another crucial dimension of the entrepreneurial mission. At this level, entrepreneurs must actively respond to national strategies, drive breakthroughs in key core technologies, participate in major national

science and technology projects, and assist in constructing the national security system. Such enterprises often gain advantages in resource allocation and market access under the support of national policies, achieving a benign interaction between corporate and national development.Specifically, the multi-dimensional constitutive model can be analyzed from the following three aspects:
Strategic Mission Dimension: Entrepreneurs must integrate national strategic orientation into the corporate mission. Guided by goals such as "self-reliance and self-strengthening in science and technology," "Beautiful China," and "national security," they establish long-term development objectives. In this dimension, entrepreneurial decision-making should revolve around how to embody the national will through corporate activities.
Organizational Capability Dimension: Enterprises must possess the capability to tackle key core technologies and construct a capability structure adapted to the new industrial system. This requires entrepreneurs to make continuous investments and optimizations in organizational architecture, talent cultivation, and technological innovation to ensure the enterprise maintains a leading position in fierce market competition[14].
Value Creation Dimension: While pursuing economic benefits, enterprises must emphasize the realization of social benefits and national interests. This requires entrepreneurs to comprehensively consider the balance of the "Triple Bottom Line" in business model design, resource allocation, and product development to achieve sustainable development.
In summary, the dimensional analysis of mission-driven entrepreneurship requires not only success in economic performance but also emphasizes contributions to social benefits and national interests[15]. This multi-dimensional constitutive model provides a clear development direction for entrepreneurs and offers a theoretical basis for policymakers to support corporate transformation. Although traditional market-driven entrepreneurship effectively promoted the enhancement of innovation capabilities and economic growth in historical stages, the limitations of its singular pursuit of economic returns have become increasingly prominent in the face of complex challenges in the new era.
The proposal of the "15th Five-Year Plan" serves not only as macro-guidance at the national strategic level but also profoundly constitutes the external institutional environment for reshaping Chinese entrepreneurship. It explicitly requires entrepreneurs to transcend traditional business logic and actively shoulder multiple strategic missions, such as driving technological innovation, realizing green development, and safeguarding national security[16]. To systematically and intuitively analyze this profound process of paradigm shift—and to clarify the core connotation, key dimensions, and internal driving mechanisms of entrepreneurship in the new era—this study constructs a comprehensive analytical framework. This framework aims to elucidate how Chinese entrepreneurship achieves a fundamental leap from "market-driven" to "mission-driven" under the guidance of national strategies (Figure 5).

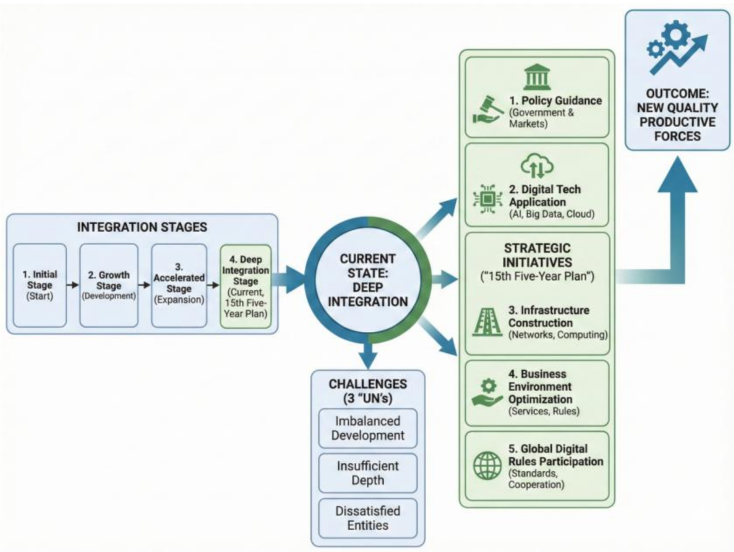

Figure 5 Analytical Framework for the Paradigm Shift of Entrepreneurship from Market-Driven to Mission-Driven under the Guidance of the "15th Five-Year Plan"

This analytical framework diagram clearly visualizes the dynamic trajectory and internal logic regarding the evolution of Chinese entrepreneurship.The left side of the figure illustrates the traditional market-driven paradigm, which prioritizes acquiring market competitive advantages and economic benefits through the enhancement of innovation capabilities.The transformation mechanism in the center highlights the guiding role of the "15th Five-Year Plan" as a critical institutional variable, which acts as a catalyst for the entire paradigm shift.The core section on the right detailedly deconstructs the multi-dimensional connotations of the new "mission-driven" paradigm: entrepreneurs are no longer merely "economic actors" but "strategic agents" shouldering responsibilities for self-reliance and self-strengthening in science and technology, green sustainable development, and national security.
The evolutionary direction indicated by the arrows suggests that this transition toward a "mission-driven" model represents not merely a renewal of corporate philosophy, but provides crucial support for ultimately achieving the

national macro-goals of High-Quality Development and cultivating New Quality Productive Forces. Overall, this figure reveals the inevitable trend of the deep integration between individual entrepreneurial goals and national strategic missions in the context of the new era[17].

3.4 Driving Mechanisms and Implementation Paths

The Organizational Adaptation Mechanism serves as the core link in realizing mission-driven entrepreneurship, involving the synergistic evolution of governance structure, incentive systems, and cultural shaping. Research indicates that during the transformation of entrepreneurship, the organizational adaptation mechanism acts as a bridge and a bond. The specific analysis is as follows:

First, the Governance Structure is the foundation of organizational adaptation. A governance structure that aligns with mission-driven entrepreneurship ensures consistency between the entrepreneur's decisions and the corporate mission.Entrepreneurs need to construct a system characterized by clear authority and responsibility and transparent decision-making. This enables the enterprise to respond rapidly to national strategies while maintaining decision-making flexibility and foresight.For example, establishing a specialized Strategic Committee strengthens the leading role of the entrepreneur in the decision-making process, helping to translate national strategic intent into concrete corporate actions.

Second, the Incentive System is a key element of the driving mechanism. Incentive systems must focus not only on short-term financial performance but, more importantly, on long-term value creation.In designing incentive schemes, entrepreneurs should integrate mission goals with personal development. Through equity-based incentives and long-term bonuses, entrepreneurs are encouraged to shoulder corresponding social responsibilities and national missions while pursuing economic benefits.Statistics show that enterprises adopting long-term incentive mechanisms witness significant improvements in both innovation capability and market competitiveness[18].

Third, Cultural Shaping is an indispensable component of organizational adaptation. Corporate culture acts as the carrier of entrepreneurship, influencing the behavioral patterns and values of internal members.Entrepreneurs need to foster a corporate culture anchored in innovation, mission, and responsibility through the propagation of ideas, behavioral norms, and institutional arrangements.

This culture stimulates employee enthusiasm and forms a shared value pursuit, thereby driving the enterprise's transition toward a mission-driven model.

Further Elaboration on Driving Mechanisms and Paths: Beyond the organizational level, the transformation is supported by external policies and internal cognitive shifts:Policy Incentive Mechanism (The Guiding Role): Planning guidance, institutional guarantees, and preferential resource allocation provide entrepreneurs with clear direction and necessary support. For instance, the government can incentivize enterprises to increase R&D investment and achieve breakthroughs in key core technologies through tax incentives and fiscal subsidies.Entrepreneurial Cognitive Reconstruction (The Psychological Foundation): The psychological shift from "profit maximization" to "mission internalization" requires entrepreneurs to possess a broader strategic vision and a heightened sense of social responsibility[19].This transformation involves a re-positioning of the entrepreneur's own role and a profound understanding of the relationship between the enterprise and the state.Conclusion on Synergistic Operation: The effective operation of the organizational adaptation mechanism relies on the synergy of governance structure, incentive systems, and cultural shaping.Optimization of the governance structure ensures the matching of decisions with the mission;Innovation in the incentive system stimulates the intrinsic motivation of entrepreneurs and employees;Cultural shaping provides sustained spiritual support.

In summary, by constructing effective policy incentive mechanisms, achieving entrepreneurial cognitive reconstruction, and promoting the synergistic evolution of organizational adaptation mechanisms, we can foster the formation and development of mission-driven entrepreneurship. This provides robust support for the successful implementation of China's "15th Five-Year Plan."

4 THE ORIENTATION TOWARD ENTREPRENEURSHIP TRANSFORMATION WITHIN THE TEXT OF THE "15TH FIVE-YEAR PLAN"

4.1 Reshaping the Entrepreneurial Role at the Level of Overall Goals

Under the guidance of the overall goals of the "15th Five-Year Plan," the role of the entrepreneur has undergone a profound reshaping.First, under the goal of "Self-reliance and Self-strengthening in Science and Technology," the entrepreneur is positioned as the main force of innovation. This role necessitates that entrepreneurs focus not only on their firm’s technological development but also stand at the height of national strategy to drive technological innovation and realize the autonomy and controllability of industrial chains. In this process, entrepreneurs must possess strategic foresight and the courage to invest in core technology R&D to break through "stranglehold" (technological bottleneck) issues in key fields.Second, in the construction of a "Beautiful China," the entrepreneur assumes the role of a primary agent of responsibility for green transition. This reshaping implies that while pursuing economic benefits, entrepreneurs must simultaneously consider environmental protection and social responsibility. They are required to achieve a green and low-carbon transition in business models and operational processes, promoting sustainable corporate development and contributing to the construction of a clean, low-carbon energy system.Furthermore, in the construction of the "National Security Barrier," the entrepreneur is endowed with the functional requirement of being a "guardian of supply chain resilience." This requires that when facing external shocks and risks, entrepreneurs must maintain the stability and resilience of the industrial chain to ensure national economic security. By optimizing supply chain management and increasing the self-sufficiency rate of key components, entrepreneurs can enhance their capability to withstand external risks[19].

To realize the aforementioned role reshaping, entrepreneurs need to possess the following capabilities:Strategic Planning Capability: The ability to accurately grasp the direction of national strategies and tightly integrate corporate development strategies with overall national goals.Innovation Capability: The ability to sustain efforts in technological and business model innovation to drive corporate transformation and upgrading.Risk Management Capability: The ability to identify and cope with potential risks to guarantee steady corporate development.In practice, this role reshaping also faces numerous challenges. Key issues requiring in-depth consideration include: finding a balance between "market logic" and "mission logic"; weighing the short-term return requirements of capital markets against the long-term investment demands of national strategies; and coordinating the relationship between individual entrepreneurial rationality and national collective goals.

Research indicates that policy guidance and institutional guarantees play a critical role in this reshaping process. By perfecting relevant policies and regulations and constructing an institutional environment conducive to entrepreneurship, the state can help entrepreneurs better fulfill their missions and responsibilities in the new era. For instance, measures such as optimizing talent introduction and cultivation mechanisms, providing R&D funding support, and protecting intellectual property rights can stimulate entrepreneurial vitality.

In summary, the reshaping of the entrepreneurial role at the level of the "15th Five-Year Plan" overall goals is not only a necessity for corporate development but also an inevitable requirement for the implementation of national strategies. Entrepreneurs must play a key role in technological innovation, green transition, and supply chain resilience to contribute to national strategic goals. Simultaneously, the government and society should provide support to foster a new pattern of benign interaction characterized by "National Strategy—Corporate Mission—Market Vitality."

4.2 Deep Interpretation of Key Task Clauses

The text of the "15th Five-Year Plan" explicitly outlines multiple key tasks, which impose specific requirements on the transformation of entrepreneurship.

First, the clause on "Strengthening the Principal Position of Enterprises in Innovation" highlights the core role of firms in the national innovation system. The implementation path of this clause includes perfecting the corporate technological innovation system and promoting enterprises to become the principal entities in technological innovation decision-making, R&D investment, research organization, and result transformation. Research suggests that the policy implication here aims to stimulate entrepreneurial innovation momentum through institutional design, thereby enhancing corporate competitiveness.

Second, the clause on "Developing Future Industries" places new demands on entrepreneurs' foresight and risk-bearing capacities. In this context, entrepreneurs need to look beyond short-term market changes and possess a long-term vision to grasp future trends in industrial development. Statistics show that the development of emerging industries is often accompanied by immense uncertainty, which requires entrepreneurs to possess higher capabilities in risk identification and response within their strategic planning.

Third, under the context of the clause on "Coordinating Development and Security," systemic thinking and bottom-line awareness become keys to transformation. This clause requires enterprises to balance social stability and national security while pursuing economic benefits. In this process, entrepreneurs need to cultivate systemic thinking, considering corporate development within the broader picture of national development, and adhere to "bottom-line thinking" in business operations to prevent systemic risks.

To achieve the above transformation, the role of policy tools and support systems is indispensable. For example, the allocation of factors such as talent, capital, and data needs to be tilted toward mission-oriented enterprises. Through mechanism design, necessary resource support is provided to entrepreneurs. Meanwhile, the implementation of the Law on Promoting the Private Economy and policies safeguarding entrepreneurial rights can incentivize long-term investment and reduce the impact of uncertainty.

Moreover, case studies indicate that in fields such as integrated circuits and new energy, entrepreneurs have demonstrated active exploration in mission practice by responding to national strategies, adjusting organizational structures, and increasing R&D investment. These cases provide empirical evidence for understanding the transformation of entrepreneurship, revealing strategic choices and managerial wisdom during the transition.

In conclusion, the key task clauses in the "15th Five-Year Plan" text not only point out the direction for entrepreneurial transformation but also provide reference paths for policymakers. A deep interpretation of these clauses allows for a better grasp of the internal logic and implementation essentials of the paradigm shift in entrepreneurship.

4.3 Policy Tools and Support Systems

Under the guidance of the "15th Five-Year Plan," the construction of policy tools and support systems has become an important means to drive the transformation of entrepreneurship. The allocation of key factors such as talent, capital, and data is gradually being preferentially tilted toward mission-oriented enterprises, forming a relatively complete mechanism design.First, regarding Talent Policy: The state is strengthening the construction of the entrepreneurial workforce by optimizing talent cultivation and introduction mechanisms.For instance, the implementation of the "Great Country Craftsmen" (Master Craftsmen) training plan aims to enhance the innovation capability and international competitiveness of entrepreneurs and technical talents.Simultaneously, through high-level talent recruitment projects such as the "Thousand Talents Program," the state aims to attract global top-tier talents and high-level innovation teams, providing robust intellectual support for tackling key technological problems.Second, regarding Financial Policy (Capital): The state is constructing a diversified mechanism for science and technology investment, led by fiscal input and supported by financial markets.By establishing national-level funds—such as the Manufacturing Transformation and Upgrading Fund and the Strategic Emerging Industries Development Fund—the government leverages fiscal funds to guide social capital, particularly "patient capital," to flow into long-cycle, high-risk strategic fields.Concurrently, the deepening of inclusive tax incentives, such as the additional deduction of R&D expenses, effectively reduces the innovation costs and operational burdens for mission-oriented enterprises.Third, regarding Data Factor Policy: The policy focus lies in breaking information silos and promoting the development and utilization of public data resources.By accelerating the construction of fundamental data institutions, the state supports enterprises in undergoing digital transformation and intelligent upgrading. This empowers entrepreneurs to utilize data assets to optimize decision-making processes and enhance value creation capabilities.Finally, the Legal and Institutional Environment: This serves as the fundamental guarantee for the transformation of entrepreneurship.By strengthening whole-chain intellectual property protection and strictly cracking down on unfair competition, the state is committed to creating a fair, transparent, and predictable rule-of-law business environment.This not only secures innovation returns but also fosters a social atmosphere that "encourages innovation and tolerates failure" through the establishment of fault-tolerance and correction mechanisms. These measures aim to eliminate entrepreneurs' worries and strengthen their confidence in fulfilling national missions.

5 CASE STUDY: PRACTICAL EXPLORATION OF MISSION-DRIVEN ENTREPRENEURS

5.1 Case Selection Standards and Methodology

Selecting appropriate case subjects and employing a scientific methodology are paramount when conducting case studies on the practical exploration of mission-driven entrepreneurs. This study adheres to strict standards for case selection, with representativeness being the core criterion. Given the distinct national strategic orientation of the "15th Five-Year Plan," this study focuses on enterprises in the fields of "Key Core Technologies" and the "New Energy System." Entrepreneurs in these sectors face representative technical challenges and market transformations, effectively reflecting the core characteristics and transformation requirements of mission-driven entrepreneurship. Comparability serves as another critical criterion; by selecting enterprises across different industries, scales, and ownership structures for comparative analysis, this study reveals the commonalities and specificities of entrepreneurial transformation under varying backgrounds, thereby enhancing the comprehensiveness and depth of the research.

Regarding data collection, this study employs multi-source data triangulation, integrating corporate annual reports, interview records, policy documents, and third-party assessment reports. Annual reports provide official data on operations and finances, while interview records capture the entrepreneur's personalized understanding and strategic choices regarding mission practice. Policy documents and third-party reports further reveal the impact of the macro-policy environment on corporate behavior. Methodologically, this study adopts the Case Study Method, which is suitable for the in-depth exploration of specific phenomena. By detailing and analyzing the developmental history, strategic decisions, and organizational changes of the case enterprises, the internal mechanisms and dynamics of the transformation of entrepreneurship are unveiled. The analysis proceeds by first profiling the case enterprise's industry status and market environment, followed by a deep analysis of how entrepreneurs respond to national strategies through resource allocation. It then explores specific practices in organizational capability building and business model innovation, and concludes by distilling commonalities through comparative analysis to offer theoretical interpretations and strategic recommendations.

5.2 Case 1: Mission Practice of a Leading Enterprise in the Integrated Circuit Field

The mission practice of a leading enterprise in the Integrated Circuit (IC) field exemplifies the close integration of national strategy and corporate development. Actively responding to the "Self-reliance and Self-strengthening in Science and Technology" strategy, the enterprise has dedicated itself to breaking through "stranglehold" (technological bottleneck) technologies. To achieve this, the entrepreneur adopted a series of measures, including increasing R&D investment and introducing advanced international technologies and talents. By establishing an R&D platform supported by National Laboratories, the firm has significantly bolstered its innovation capacity. Statistics indicate that during the "15th Five-Year Plan" period, the ratio of R&D investment to operating revenue rose annually, reaching an industry-leading level. Furthermore, the enterprise actively engaged in Industry-University-Research (IUR) cooperation with domestic and foreign universities, promoting comprehensive technological innovation and industrial upgrading.

To better serve national strategies, the enterprise underwent profound changes in its organizational structure and decision-making logic regarding long-term R&D investment. The organization was restructured to establish specialized technology R&D centers and project management teams, forming an efficient technological innovation system. The entrepreneur's decision logic emphasizes long-term investment over short-term gains, manifested in sustained R&D on core technologies and talent cultivation, such as the implementation of the "Future Star" talent training plan. Crucially, the entrepreneur played a pivotal coordinating role in National Laboratory cooperation and IUR synergy. Acting as a bridge for multi-party cooperation, the entrepreneur successfully coordinated diverse resources to accelerate key technology projects, enabling them to reach advanced international levels ahead of schedule.

While responding to national strategies, the enterprise faced challenges in balancing R&D investment with economic efficiency and market competitiveness. Through optimizing resource allocation, improving management efficiency, and implementing differentiation strategies, the enterprise effectively addressed these challenges, achieving a 20% growth in market share during the "15th Five-Year Plan" period. Finally, the enterprise demonstrated a strong sense of social responsibility. Beyond technological breakthroughs, it played a significant role in driving industrial upgrading and regional economic development, for instance, by constructing industrial parks that boosted local employment and economic growth. In summary, the practice of this IC leader demonstrates that entrepreneurs play an irreplaceable role in serving national strategies, achieving technological breakthroughs, and contributing to national development through effective organizational adjustment and resource integration.

5.3 Case 2: Pioneer Enterprise in the Construction of the New Energy System

The construction of a New Energy System is a critical path for achieving sustainable development and a key area of global strategic layout. In this context, pioneer enterprises have demonstrated unique resilience management capabilities through their entrepreneurial strategic layout. Case studies indicate that these firms not only seek a balance between business model innovation and green technology implementation but also exhibit significant capabilities in coping with policy volatility and market uncertainty. The entrepreneur's strategic layout regarding "Dual Carbon Goals" and the "Clean and Low-carbon Energy System" reflects a profound understanding and active response to national strategies. By investing in the R&D and promotion of clean energy technologies—such as solar power, wind power, and electric vehicles—the pioneer enterprise optimized the energy structure and reduced carbon emissions. For example, through innovative energy management solutions, the firm achieved significant economic and environmental benefits while improving energy efficiency.

Business model innovation is central to this enterprise's competitiveness. The firm developed comprehensive energy services, such as Energy Performance Contracting (EPC), demand response, and Distributed Energy Resource (DER) management, providing one-stop solutions that improved customer satisfaction and generated stable revenue streams. In terms of green technology implementation, the enterprise adopted balanced strategies, promoting commercialization through partnerships with research institutions and long-term relationships with suppliers. Simultaneously, the enterprise focused on optimizing resource allocation and risk management through policy and market mechanisms, such as carbon trading and green credit.

Facing the challenges of policy volatility and market uncertainty, the enterprise demonstrated strong resilience management. This was achieved through a multi-pronged approach: employing diversified market strategies and product lines to mitigate business fluctuations; establishing flexible supply chains and inventory management mechanisms to cope with raw material uncertainty; and actively engaging in financial risk management through insurance and emergency funds. In conclusion, led by the entrepreneur, the pioneer enterprise successfully navigated challenges through effective strategic layout, business model innovation, and resilience management. These practices not only provide valuable experience for the development of the new energy industry but also offer a replicable model for other firms seeking to align with national strategic goals.

5.4 Case Comparison and Pattern Distillation

Following the in-depth independent case analyses of leading enterprises in the typical fields of Integrated Circuits and New Energy Systems, this study further conducts a cross-case comparative synthesis. The objective is to unveil the universal regularities and intrinsic logic governing the transition of entrepreneurship toward a "mission-driven" model across different contexts. Through a systematic review, we analyzed the divergence in strategic responses of the two types of enterprises against the macro-backdrop of the "15th Five-Year Plan." Furthermore, we identified commonalities in their pathways of organizational change, as well as the shared structural obstacles they face, such as short-term performance pressure and institutional friction. Based on this comparative analysis, the key factors driving successful transformation were distilled.To intuitively present this construction process—moving from empirical evidence to a theoretical model—the following figure systematically summarizes the complete mechanism and analytical framework for the transformation of mission-driven entrepreneurship. This figure clearly illustrates the logical chain of the research, originating from the policy background, proceeding through rigorous case verification and comparative synthesis, and ultimately culminating in the formation of the theoretical framework.

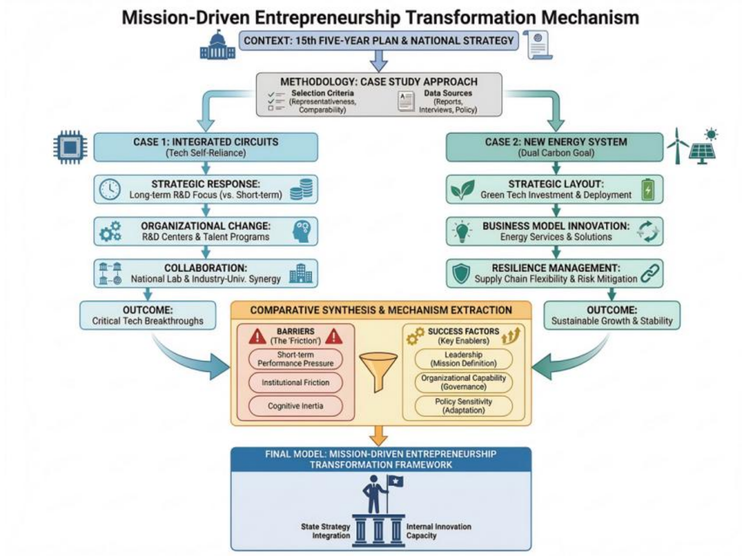

Figure 6 Transformation Mechanism and Analytical Framework of Mission-Driven Entrepreneurship Based on a Comparative Dual-Case Study

A comparative analysis of the two enterprises reveals the commonalities and heterogeneity of mission-driven entrepreneurship across different domains and contexts. Commonalities are manifested in the entrepreneurs' responsiveness to national strategic demands, adjustments in organizational architecture, and adaptability to external environmental changes. Differences, conversely, are reflected in how distinct industry characteristics influence strategic choices and execution pathways. Despite these variations, entrepreneurs universally face three structural obstacles.

First, short-term performance pressure constitutes a primary barrier. Against the backdrop of capital markets pursuing immediate returns, entrepreneurs often struggle to balance adherence to long-term strategies with meeting market expectations. For instance, the Integrated Circuit sector requires substantial long-term R&D investment to break through key technologies, which often conflicts with short-term financial metrics.Second, institutional friction represents a major challenge. Changes in the policy environment, regulatory uncertainty, and coordination issues between different policies can impact decision-making. In the New Energy sector, policy volatility directly affects business models, necessitating high flexibility from entrepreneurs.Third, cognitive inertia serves as a significant internal hurdle. Stakeholders accustomed to the traditional market-driven model may lack identification with the new mission-driven paradigm, requiring entrepreneurs to not only adjust structures but also guide a profound cognitive shift among employees.

Overcoming these obstacles relies on three key factors for successful transformation: Leadership, Organizational Capability, and Policy Sensitivity.Leadership is embodied in a profound understanding of national strategies and a clear definition of the corporate mission.

Organizational Capability is reflected in the ability to support long-term strategies through effective governance structures and incentive mechanisms.Policy Sensitivity is demonstrated by the ability to timely capture changes in policy orientation and make corresponding strategic adjustments.The comparative analysis indicates that successful entrepreneurs in both sectors exhibit shared characteristics: a deep recognition of national strategies, the construction of internal mechanisms for long-term R&D, and the establishment of Industry-University-Research (IUR) synergy with external institutions like National Laboratories. The interplay between these major obstacles and key success factors constitutes a holistic transformation model. This model emphasizes the core role of the entrepreneur while revealing the dynamic interaction between the external environment, internal capabilities, and individual traits. Distilling this model is significant for understanding the paradigm shift from "market-driven" to "mission-driven." Future research should further explore the deep-seated causes of these obstacles and investigate how policy design and corporate practice can better facilitate this critical transformation.

6 CHALLENGES, DYNAMICS, AND INSTITUTIONAL ADAPTATION OF THE PARADIGM SHIFT

6.1 Structural Contradictions in the Transformation Process

In the context of current economic transformation and development, the coordination between individual entrepreneurial rationality and national collective goals has emerged as a critical structural contradiction. An intrinsic tension exists between "market logic" and "mission logic," a tension that becomes particularly pronounced during the transformation of entrepreneurship. Market logic prioritizes efficiency and the maximization of personal interest, whereas mission logic focuses on national strategies and overall societal interests. This conflict manifests specifically as a mismatch between the short-term return requirements of capital markets and the long-term investment demands of national strategies. Investors typically seek to maximize returns within a short timeframe, which contradicts the long-term resource commitment required for strategic goals such as technological innovation and green transition.

Furthermore, the coordination dilemma is reflected in the institutional environment; in their pursuit of individual interests, entrepreneurs may encounter institutional friction and policy uncertainty, factors that constrain the pace of the shift toward a mission-driven model. For instance, a lack of clear property rights protection and a robust rule-of-law environment may cause entrepreneurs to be reserved when shouldering social responsibilities.

Empirical evidence suggests that enterprises successfully implementing national strategies are those that effectively reconcile market logic with mission logic, often exhibiting superior innovation capabilities and market competitiveness. Research indicates that these firms mitigate structural contradictions by constructing a harmonious corporate culture, optimizing incentive systems, and strengthening policy identification. The conflict between short-term capital pressures and long-term strategic investments also impacts entrepreneurial decision-making patterns. Entrepreneurs must balance economic benefits with social and national interests, making systemic thinking and "bottom-line awareness" crucial. Successful entrepreneurs can transcend the traditional profit-maximization framework to align corporate strategy with national strategy, achieving a harmony between individual rationality and collective goals. However, obstacles such as short-term performance pressure, institutional friction, and cognitive inertia remain. To overcome these, institutional optimization is required—such as perfecting the evaluation system for mission-oriented enterprises, constructing a "State-Enterprise-Society" synergistic responsibility-sharing mechanism, and strengthening legal safeguards to stabilize entrepreneurs' long-term expectations.

6.2 Core Driving Forces for Promoting Transformation

The endowment of national strategic legitimacy constitutes one of the core driving forces for the paradigm shift. Under the guidance of the "15th Five-Year Plan." Research shows that when entrepreneurs perceive the legitimacy and correctness of national strategies, they are more willing to commit resources to achieve these goals. Furthermore, the construction of a new type of government-business relationship provides entrepreneurs with a sense of institutional security and policy predictability. With the transformation of government functions and the strengthening of the rule of law, entrepreneurs feel supported and protected by the government while following market laws. This support, reflected in policy stability and the protection of legitimate rights, bolsters confidence in long-term investment and innovation.

Another intrinsic driver is the intergenerational shift in values and the endogenous awakening of a sense of mission among new-generation entrepreneurs. As the principal contradiction in society evolves and the economic development stage changes, entrepreneurs increasingly recognize that corporate social responsibility lies not only in pursuing economic benefits but also in serving national strategies and promoting social progress. This value shift injects new substance into entrepreneurship. Throughout this process, the leading role of national strategy cannot be overlooked; by setting clear goals—such as encouraging technological innovation and green development—the state guides entrepreneurs to align their strategies with national imperatives, forming a powerful combined force for transformation. Although challenges persist, such as the tension between market and mission logics, statistical evidence shows that enterprises capable of effectively integrating national strategies, market demands, and internal resources achieve significant results. The core dynamics of this transformation thus stem from the interplay of national strategic legitimacy, new government-business relations, and the endogenous awakening of the entrepreneurial mission.

6.3 Suggestions for Optimizing the Institutional Environment

Optimizing the institutional environment is a key external condition for realizing the paradigm shift in entrepreneurship. First, the evaluation and incentive system for mission-oriented enterprises must be perfected. Current systems often overemphasize short-term economic performance; therefore, a multi-dimensional evaluation system incorporating economic, social, and environmental indicators should be constructed. Measures such as special awards, tax incentives, and financing support should be utilized to incentivize long-term investment. Second, it is crucial to build a "State-Enterprise-Society" synergistic responsibility-sharing mechanism. The government must clearly define the national strategic role of enterprises while providing policy support; enterprises should actively respond to strategies and shoulder responsibilities; and society should promote mission fulfillment through public supervision. This synergy helps shift the focus from pure profit maximization to the realization of overall social interests.Third, strengthening legal safeguards and property rights protection is fundamental to stabilizing entrepreneurs' long-term expectations. A perfected rule-of-law environment is directly proportional to the vitality of entrepreneurship. Specific optimization pathways include: strengthening the legal system by enacting regulations relevant to entrepreneurship to adapt to new economic demands; improving judicial efficiency and fairness to reduce risks faced by entrepreneurs; and enhancing legal education to foster a social atmosphere that respects and protects entrepreneurship. Finally, policy tools must be employed flexibly and innovatively. Diverse and precise tools—such as policy-based lending, industrial funds, and risk compensation—can help entrepreneurs better adapt to market changes and national strategic needs, thereby reducing investment risks. In summary, through these institutional optimizations, powerful support can be provided for the growth of mission-driven entrepreneurship.

7 CONCLUSION

This study constructs a theoretical model of Mission-Driven Entrepreneurship against the backdrop of the "15th Five-Year Plan." It reveals that under national strategic guidance—such as self-reliance in science and technology and green development—entrepreneurs achieve a transformation from a purely market-driven model to a mission-driven one that balances economic, social, and national interests. This is accomplished through synergistic innovation across three dimensions: strategic mission, organizational capability, and value creation. Crucially, the study demonstrates how this new paradigm effectively reconciles the intrinsic tension between market logic and mission logic.By enriching the analytical framework of entrepreneurship with Chinese characteristics, this research not only offers theoretical contributions but also provides practical pathways. It proposes concrete recommendations, including perfecting evaluation and incentive systems, optimizing the rule-of-law business environment, and constructing a "State-Enterprise-Society" synergistic mechanism. These measures aim to foster a benign interaction pattern characterized by "National Strategy—Corporate Mission—Market Vitality."Addressing the current limitations regarding sample breadth and longitudinal data, future research should expand into quantitative measurement, long-term tracking, and cross-regional comparative studies. Such endeavors will further deepen the understanding of the dynamic evolutionary laws governing this critical transformation, providing sustained theoretical and practical support for China's high-quality development.

COMPETING INTERESTS

The authors have no relevant financial or non-financial interests to disclose.

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