

Innovation Through Business Modeling: Steps to Corporate Success

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ABSTRACT

With rapid changes in the business environment, companies need to understand and integrate innovation as a key element to achieve long-term success. This study will explore concrete steps in implementing business modeling that can become the basis for creating and managing innovation efficiently. Therefore, this research aims to investigate the role of innovation in improving company performance through the application of effective business modeling. This research uses a qualitative approach with descriptive methods. The research results show that innovation through business modeling has a crucial role in increasing company success amidst a dynamic business landscape. In the face of the declining average lifespan of business models, companies need to actively adopt innovative measures to strengthen core businesses, drive rapid growth, and respond to industry changes. The research findings emphasize the importance of customer segment analysis, developing intelligent revenue models, and implementing effective distribution channels. Additionally, research highlights the need to establish a strong innovation culture within organizations to increase adaptability and responsiveness to external and internal changes

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INTRODUCTION

Over the last half-century, we have observed a significant transformation in the worldwide business environment, particularly regarding the duration of business models. Historically, numerous business models had a lifespan of approximately 15 years or longer, ensuring stability and long-term viability for the organisation. Nevertheless, the swift advancement of technology, the process of globalisation, and the changing preferences of consumers have resulted in a substantial decrease in the duration of business models, currently averaging fewer than five years (Hopkinson et al., 2018).

The current economic decline emphasises the imperative for organisations to embrace business model innovation as a fundamental strategy. This innovation encompasses not only the development of novel products or services, but also the transformation of organisational operations and customer interactions (Sosna et al., 2010). Business model innovation has become essential for firms aiming to stay relevant and competitive in a time of unpredictable business conditions. It is the key to achieving rapid development, strengthening core businesses, and protecting against industry upheaval (Schaltegger et al., 2012).

Business model innovation is more than just unilateral modifications; it is a comprehensive practice that aims to enhance excellence and generate more value (Amit & Zott, 2020). At the level of value proposition, these modifications may involve reorganising target segment selections to gain a better comprehension of and fulfil customer

requirements, enhancing product or service offerings to provide more inventive solutions, and assessing revenue models to guarantee business sustainability and scalability. Implementing innovative strategies at the level of the value proposition greatly enhances a company's appeal and importance in the market (Massa & Tucci, 2013).

At the operating model level, the primary concern is determining strategic choices that result in profitability, competitive edge, and the creation of long-term value. These encompass changes in the arrangement of organisations, utilising novel technologies to enhance operational effectiveness, and adjusting to evolving legislation or industry patterns (Snihur & Zott, 2020). By synchronising modifications at each of these levels in a unified fashion, organisations can attain significant synergies, generate a favourable influence on their entire business ecosystem, and react to market needs with more responsiveness (Ludeke-Freund et al., 2017).

corporate model innovation is an essential component in the process of corporate transformation. Numerous organisations encounter a same predicament: which type of pioneering company strategy can propel them towards exceptional performance? How can we incorporate these advancements without adversely affecting our existing core operations? How can one establish functionalities that facilitate the swift development, testing, and expansion of novel models?

In the midst of a constantly changing strategic environment, organisations must carefully deliberate in order to identify the most appropriate solutions (Frankenberger et al., 2013). Persuading an organisation to adopt change is a difficult undertaking, but in the present demanding circumstances, the innovation of business models is not merely a want, but an essential requirement to sustain competitiveness and significance in a constantly evolving market (Foss & Saebi, 2018).

Companies that aspire to growth through business model innovation are faced with crucial questions. First, they need to consider the scope of the innovation effort, whether it will include major restructuring or focus on specific improvements in the value proposition. Next, companies must assess the appropriate level of risk to take, identifying the potential risks and benefits of each innovative step. Other essential questions include whether this business model innovation is a one-time exercise or requires ongoing capabilities. This consideration of sustainability includes how organizations can maintain and update their innovative business models over time, to remain relevant and responsive to evolving market dynamics.

Literature Review

Business model innovation refers to the process of creating, modifying, or redefining the fundamental structure and components of a business model. Its purpose is to generate new value propositions, explore new market opportunities, and gain a competitive advantage (Chesbrough, 2007). The crux of this innovation resides in devising novel methods to earn income, offer goods or services, and establish and seize customer value. Business model innovation encompasses not only operational improvements within a company, but also profound transformations that can unlock opportunities for growth and substantial competitive edge. Business model innovation, as highlighted by Cavalcante et al. (2011), is crucial for effectively addressing market issues and attaining sustainable success by prioritising revenue generation, product or service delivery, and customer value.

Conventional business models often include essential components such as target client categories, value proposition, distribution channels, income streams, core activities, resources, and cost structure. Business model innovation is a transformative process that disrupts existing industry assumptions, norms, and practices in order to discover new methods of achieving growth and profitability (Gardner, 2011). At the basis of the concept of renewal, this innovation can entail a complete overhaul of fundamental components of the business model or the incorporation of new features that generate additional value for customers. Business model innovation enables firms to revolutionise their approach to designing and implementing business strategies, hence facilitating the possibility of achieving sustainability, competitive advantage, and adaptability to swift market fluctuations (Pieroni et al., 2019).

The importance of business model innovation is evident in addressing the rapid and evolving dynamics of the modern corporate landscape. Business model innovation enables firms to effectively respond to the dynamic nature of the business landscape, ensuring their continued relevance and enabling them to capitalise on emerging opportunities. Amidst a surge of digital advancements, transformative technologies, and changing client demands, the invention of business models serves as a catalyst for driving success. The successful implementation of this innovation can lead to enhanced corporate competitiveness, greater market presence, increased profitability, and long-term sustainable growth. Companies can enhance their ability to adapt to change and uphold their long-term vision in the face of ongoing business uncertainty by prioritising business model transformation (Trimi & Berbegal-Mirabent, 2012).

Business model innovation is essential for organisations to maintain competitiveness, adapt to market fluctuations, and foster sustainable growth. This empowers organisations to enhance customer value, streamline processes, and capitalise on emerging prospects, eventually fostering enduring success in a swiftly changing business environment.

METHOD

This article was prepared using qualitative research methods, an approach which according to Gerring (2017) is carried out by collecting, analyzing and interpreting data without conducting field observations. In this context, qualitative research allows researchers to gain an in-depth understanding of the phenomenon being studied. The sampling process was carried out carefully, allowing researchers to interpret the results personally and gain deeper insights. The data collection method is carried out through literature studies, specifically by searching, collecting and processing documents from various literature sources and scientific writings of previous researchers. The data used by the author is secondary data sourced from various books, scientific articles and reliable literature found in online media.

RESULTS AND DISCUSSION

Business model innovation is critical for companies to remain competitive, respond to market changes, and create sustainable growth. This enables companies to deliver increased value to customers, optimize operations, and seize new opportunities, ultimately

driving long-term success in a rapidly evolving business landscape. What you need to know is that in order to help executives make effective choices in designing paths to growth, you must understand four different approaches to business model innovation.

1. Reinventor approach

The reinventor approach becomes relevant when companies are faced with fundamental industry challenges, such as commoditization or significant regulatory changes. In this context, slowly deteriorating business models and uncertain growth prospects require fundamental transformation. Companies must be able to reinvent their customer value proposition, realign their operations, and produce new offerings that are not only superior but also profitable.

The reinventor approach requires companies to adopt a fresh outlook on the way they operate, perhaps by exploring new markets or completely updating their products and services. By taking risks and daring to change the foundation of their business model, companies can create long-term sustainability and face industry challenges more proactively. This approach requires creativity, resilience and adaptability so that companies can build a resilient foundation for sustainable growth.

2. Adapter Approach

The adapter approach becomes relevant when the current core business, despite restructuring, remains difficult to overcome fundamental disruptions in the industrial environment. In this context, adapters look for solutions by exploring businesses or markets that are close to their main field. In fact, in some cases, they may decide to exit their core business entirely. This strategy involves careful adjustment to environmental changes, where companies must be able to identify new opportunities and create space for growth through appropriate business models.

Adapters not only seek to overcome uncertainty but must also build effective innovation engines. This requires continued encouragement of experimentation and exploration of new ideas to find “new core” spaces that can thrive with appropriate business models. Success in this approach depends on a company's ability to blend existing expertise with a willingness to experiment and adapt quickly. Creating a culture that supports innovation and provides encouragement for employees to think outside conventional boundaries is essential in building a strong foundation for the success of this adapter approach.

3. Maverick Approach

The maverick approach introduces business model innovation as a strategy to increase the potential for a more successful core business. Mavericks, who can consist of startups or even companies that adopt a rebellious stance, leverage their core advantages to revolutionize their industries and set new standards. In this context, mavericks not only see innovation as a complement to the core business, but as the main driving force that can provide sustainable competitive advantage.

This approach requires the ability to continuously develop competitive advantages or business advantages that are the basis for success. For mavericks, innovation is not just an additional strategy, but rather the core of their business efforts. This involves proactive changes in the way they operate, creating and incorporating new elements that leverage their core advantages. By continually pushing conventional boundaries, mavericks can

achieve significant growth and maintain a leading position in their industry. The success of this approach requires precision in exploiting existing advantages and the ability to remain innovative in the face of dynamic market changes.

4. An adventurous approach

An aggressively adventurous approach involves expanding the business footprint by exploring or venturing into new or adjacent territories. This strategy requires a deep understanding of the competitive advantages a company has and placing careful bets on new implementations of those advantages in order to be successful in new markets. This approach represents the company's efforts to be a pioneer in mastering new areas that have significant growth potential.

Risk-taking coupled with an adventurous approach is key, as companies must be willing to face the uncertainty and challenges associated with entering an unexplored market. By adapting their business models, companies can create strategies that can have a major impact in achieving rapid growth and exploiting previously unexploited opportunities. The success of an adventurous approach depends on a company's ability to innovate aggressively and manage risk wisely, while maintaining focus on the competitive advantages that can lead them to success in newly explored markets.

The following are steps in innovation through business modeling in an effort to achieve company success.

Customer Segment

Identifying and understanding target customer segments is a critical stage in effective business model innovation. In-depth analysis of customer segment characteristics opens the door to detailing specific needs and preferences, allowing companies to craft more tailored and insightful value propositions. This process involves more than just identifying who potential customers are; involves a deep understanding of how customers interact with products or services, what factors motivate their purchasing decisions, and pain points that can be overcome through business model innovation.

Customer feedback analysis is the main basis for designing innovative strategies. Listening to and understanding customer responses to existing products or services can provide valuable insight. Additionally, tracking customer behavior and understanding trends in consumer preferences allows companies to adjust their business models to be more responsive to market dynamics. By delving deeper into customer segments, companies can identify innovative opportunities that have the potential to gain strong support from their target market. These steps together form a solid foundation for driving business model innovation toward success and resilience in an ever-changing marketplace.

Income Stream

This section essentially focuses on the revenue generation mechanism of the value proposition offered by the business. One of the main components is pricing strategy, in which companies decide how to determine the monetary value for their products or services. Pricing should reflect the value provided to customers while considering market factors, competition, and production costs. Additionally, the revenue model is also a key part of this component, with companies considering whether to implement a one-time sales, subscription, or licensing model, depending on the nature of the business and customer preferences.

Another important step is to consider potential revenue sources from the various parties involved, including customers, business partners, or other stakeholders. Businesses can develop diverse revenue strategies, such as partnering with third parties to generate additional revenue, providing additional services that customers can pay for, or creating additional products that expand their revenue sources. Overall, a focus on these components provides a foundation for companies to design smart and sustainable revenue models, while ensuring that the value proposition offered can generate sufficient and sustainable revenue.

Channel

The channel component of business model innovation includes the distribution and communication strategies used to reach and engage customers. Distribution channels include the physical and digital channels chosen by a company to deliver products or services to customers. This can include direct sales through physical stores, online platforms, retail partnerships, or mobile apps. Strategic considerations in selecting this distribution channel involve an assessment of the target market, customer preferences, and operational sustainability.

The digital aspect of these channels is increasingly important in the modern era, with many businesses switching to or integrating online business models. In this component, companies need to consider online presence through e-commerce platforms, social media, or mobile applications to reach customers effectively. Additionally, partnerships with third parties or online distribution platforms can be an efficient strategy to expand business reach.

Innovation Mechanism

The channel component of business model innovation includes the distribution and communication strategies used to reach and engage customers. Distribution channels include the physical and digital channels chosen by a company to deliver products or services to customers. This can include direct sales through physical stores, online platforms, retail partnerships, or mobile apps. Strategic considerations in selecting this distribution channel involve an assessment of the target market, customer preferences, and operational sustainability.

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Innovation Driver

The channel component of business model innovation includes the distribution and communication strategies used to reach and engage customers. Distribution channels include the physical and digital channels chosen by a company to deliver products or

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CONCLUSION

Business model innovation is the key to helping companies survive and compete in a dynamic and ever-changing business environment. In facing global and local challenges, companies need to reconsider and evolve their business models to remain competitive, relevant and adaptable. This process involves a number of key components, including a deep understanding of customer segments, smart revenue strategies, effective distribution channels, and building a culture of innovation within the organization. External and internal factors, such as technological innovation, changes in customer behavior, or industry disruption, encourage companies to respond with business model innovation. Technological innovation is a key driver in changing the way business is run, while changes in customer behavior are an important catalyst for strategy adjustments. A company's ability to identify and respond effectively to these factors can determine their success in creating an adaptive and successful business model. By following systematic steps, including customer segment analysis, developing smart revenue models, managing distribution channels, and building a culture of innovation, companies can create a strong foundation for sustainable growth. In conclusion, business model innovation is not only a necessity, but also a necessity for companies that want to remain relevant and competitive in a business era that is constantly changing and full of challenges.

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