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BUSINESS MODEL INNOVATION STRATEGY TO INCREASE BUSINESS RESILIENCE IN THE RETAIL SECTOR IN THE ERA OF DIGITAL DISRUPTION (CASE STUDY IN 2023)

Elsa Islammia Pasha
Sekolah Tinggi Agama Islam Kuningan, Indonesia
*e-mail: islamiafasa07@gmail.com

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ABSTRACT

The global retail sector is undergoing a fundamental transformation due to digital disruption, reshaping consumer behavior and compelling businesses to adapt. Business resilience has become critical in this era, where companies must innovate to sustain growth amid intensified post-pandemic competition. Business Model Innovation (BMI) emerges as a key strategy to strengthen resilience through integration of omnichannel systems, data-driven personalization, and digital ecosystem development. However, research still lacks comprehensive insights into how these strategies simultaneously enhance multiple dimensions of resilience in the Indonesian retail context. This study explores the types of BMI implemented by retail companies in 2023, their contribution to resilience, and proposes a strategic BMI framework for the retail sector. The study was conducted in Jakarta, Indonesia, focusing on one national retail company (RetailX) with operations across major cities. Using a qualitative, single-case study design, data were collected through in-depth interviews, observations, and document analysis, and analyzed thematically using NVivo software. Key limitations include single-case focus and one-year timeframe analysis. Findings reveal that integrating omnichannel approaches, data analytics, diversified revenue streams, and ecosystem partnerships significantly enhances operational agility, customer engagement, and competitiveness. The study's novelty lies in demonstrating how synchronized innovation across the nine Business Model Canvas elements produces synergistic resilience beyond isolated innovations found in previous studies. Overall, BMI is proven effective in building resilient, adaptive, and technology-driven retail models in Indonesia. The study recommends that business leaders integrate digital technologies, agile business strategies, and a culture of continuous innovation to achieve sustainable resilience in an increasingly volatile digital marketplace.

INTRODUCTION

The global retail world is undergoing a fundamental transformation triggered by a wave of digital disruption. The term "retail apocalypse" that was popular a few years ago began to shift to a "retail renaissance", where only business actors who are able to adapt and innovate will survive and even thrive (Willems et al., 2022). Digital disruption is no longer just about the presence of e-commerce, but has evolved into an ecosystem that includes artificial intelligence (AI), big data analytics, the internet of things (IoT), and cloud computing, which collectively change the entire value chain of the retail industry from upstream to downstream.

This era of disruption has dramatically changed consumer behavior. Modern consumers, dominated by Generation Z and Millennials, are no longer just looking for products, but demand seamless, personalized, and instant shopping experiences. They move seamlessly between online and offline (omnichannel) channels, compare prices in real-time, and are heavily influenced by digital reviews and social media. This paradigm shift forces retailers to abandon traditional business models that are linear and rigid.

Business resilience is a critical concept in this context. More than just being able to survive, business resilience in the digital era means the capacity of a company to anticipate shocks, respond to changes, and adapt quickly while continuing to maintain operational continuity and competitive advantage (Teece, 2018). Resilience is no longer about being the strongest, but about being the most responsive and flexible.

Business Model Innovation (BMI) emerged as a strategic answer to build resilience (Foss & Saebi, 2017). This is not just product or process innovation, but innovation on the logic of creation, capture, and delivery of enterprise value. 2023 is a very significant year to study. After the adaptation phase during the pandemic, this year has been a test year where the digital strategies that have been invested in are starting to show results.

Despite growing digital adoption, many Indonesian retail companies struggle with business model transformation effectiveness. The fundamental problem lies in understanding which BMI strategies successfully build resilience amid post-pandemic market volatility. This research is urgent as the gap widens between digitally transformed retailers and those still using conventional models. Many MSMEs and traditional retailers face closure, as shown by 2023 Ministry of Trade data, while omnichannel retailers continue to grow.

These issues lead to several critical research questions that guide this study. First, what specific forms of Business Model Innovation (BMI) have been adopted by retail companies in 2023 to respond to digital disruption? Second, how do these innovations contribute to measurable business resilience across financial, operational, and strategic dimensions? Third, what kind of strategic framework can effectively guide the implementation of BMI in the retail sector to enhance adaptability and long-term competitiveness?

This study addresses these questions by examining RetailX, a national retail chain operating across Jakarta, Surabaya, and Bandung. The research objectives are threefold: first, to identify and categorize BMI strategies implemented; second, to analyze the causal relationship between specific innovations and resilience indicators; third, to develop an actionable strategic framework for retail practitioners.

Previous research shows contextual, sectoral, and conceptual gaps (Ritter & Pedersen, 2020; Priyono et al., 2020; Kohtamäki et al., 2020; Wulandari et al., 2022). These studies reveal three critical gaps: (1) limited focus on large-scale retail post-2023, (2) absence of holistic resilience measurement beyond financial metrics, and (3) lack of integrated frameworks combining BMI with organizational capabilities.

The novelty of this research lies in its temporal specificity (2023 post-pandemic context), methodological integration (combining Business Model Canvas with ambidexterity theory), and comprehensive resilience measurement encompassing financial, operational, and strategic dimensions. The main theory that supports

this research is the Business Model Canvas by Osterwalder & Pigneur (2010) which is used to map and analyze the elements of the business model. In addition, the Ambidexterity framework (Tushman & O'Reilly, 1996) is also relevant to understanding how companies embrace innovation while still running profitable core operations.

Data from eMarketer (2023) and the Indonesian E-Commerce Association (idEA) projects the continued growth of Indonesia's e-commerce, but also shows that the majority of consumer transactions still involve physical or hybrid interactions, confirming the omnichannel theory that is the cornerstone of many modern retail business model innovations.

Table 1. The impact of digital disruption on traditional retail canvas business model elements

Business Model Canvas Elements	Traditional Practices	The Impact of Digital Disruption	Examples of Innovation (2023)
Customer Segments	Based on broad demographics.	Data-based micro-segmentation.	Personalization using AI.
Value Proposals	Price, quality, location.	Experience, personalization, sustainability.	*Subscription box*, *eco-friendly product*.
Channels	Physical stores, catalogs.	Omnichannel (online-offline) platform.	*Click-and-collect*, *social commerce*.
Customer Relationships	Transactional, loyalty programs.	Community-based relationships and engagement.	Loyalty apps, customer groups on WhatsApp.
Revenue Streams	Direct product sales.	Subscription, *pay-per-use*, advertising models.	Subscription model, *affiliate marketing*.
Key Activities	Inventory management, logistics to the store.	Data management, platform development.	*Data analytics*, *marketplace management*.
Key Resources	Store location, brand, inventory.	Customer data, technology platforms, algorithms.	Cloud infrastructure, CRM system.
Key Partnerships	With distributors and suppliers.	With a tech platform, *third-party logistics*.	Partnership with Gojek/Shopee for logistics.
Cost Structure	Rental costs, human resources, inventory.	Tech development costs, digital marketing.	Online *customer acquisition* costs, R&D.

Source: Developed by the author from Osterwalder & Pigneur (2010) and trends analysis 2023

The results of this research are expected to contribute to the development of strategic management and innovation literature, as well as provide applicable guidance for retail business actors and policy makers in designing digital transformation strategies to build sustainable business resilience.

RESEARCH METHOD

This study employs a qualitative holistic single case study approach, implying an in-depth exploration of Business Model Innovation (BMI) strategies within their real-world context (Yin,

2018). By treating the retail company as an integrated system, this design enables a comprehensive understanding of how BMI operates dynamically in practice, capturing the complexity and contextual interconnections that shape strategic transformation in the digital era.

Population and Sample Selection

The population in this study includes all retail companies operating in Indonesia and have actively implemented digital-based business model innovations in at least the last two years. Sample selection was carried out by purposive sampling using the criterion-based selection technique (Palinkas et al., 2015). The criteria for selecting companies include: companies engaged in the retail sector, have implemented changes of at least two elements in their Business Model Canvas in response to digital disruption since 2021-2023, demonstrate indicators of business resilience, and are accessible for research. Based on these criteria, one national retail company (RetailX) operating in Jakarta, Surabaya, and Bandung was selected as the analysis unit.

Research Instruments

The main instrument in this qualitative research is the researcher himself as a human instrument (Creswell & Poth, 2018). To guide the data collection process, the researcher used supporting instruments consisting of: semi-structured interview guidelines containing open-ended questions based on elements of the Business Model Canvas and the concept of business resilience; observation sheets to record the phenomenon of business model implementation; and document analysis protocols to collect and analyze secondary data such as annual reports, websites, and social media content.

Data Collection Technique

The data collection technique is carried out through triangulation of data sources to increase the validity and depth of the data. The main technique used is in-depth interviews with key informants representing the strategic and operational levels of the company, such as the CEO, CTO, Head of Marketing, and Head of Operations. In addition, indirect observation of the company's activities on digital platforms and physical outlets was carried out, as well as document studies to complete and verify data from interviews and observations.

Data Analysis Procedures and Trustworthiness

The research procedure is carried out through four main stages. The preparation stage includes problem formulation, literature study, and preparation of research instruments. The data collection stage involves briefing to informants, conducting recorded and transcribed interviews, observation, and document collection. The data analysis follows systematic thematic analysis: (1) verbatim transcription of all interviews within 48 hours, (2) initial coding using open coding techniques, (3) axial coding to identify pattern relationships, (4) selective coding for core theme development, (5) peer debriefing sessions with two independent researchers, and (6) member checking with three key informants to validate interpretations.

Trustworthiness is established through: (a) credibility via prolonged engagement (6 months fieldwork), triangulation of data sources, and member validation; (b) transferability through thick description of context and detailed case documentation; (c) dependability via audit trail documentation and peer examination; (d) confirmability through reflexive journaling and bracketing of researcher assumptions.

The data analysis technique uses thematic analysis that is carried out interactively and iteratively through six processes: familiarization with the data, initial code generation, theme search, theme review, theme definition and naming, and report preparation. The analysis is carried out with the help of Qualitative Data Analysis (QDAS) software NVivo to manage the data systematically and comprehensively.

Research Ethics

This study obtained ethical clearance from the University Research Ethics Committee (No. 045/UREC/2023). Informed consent was secured from all participants with guaranteed anonymity and confidentiality. The company name "RetailX" is a pseudonym to protect organizational identity. Participants retained rights to withdraw at any stage. All data is stored securely with password protection and will be destroyed after five years per institutional policy.

RESULTS AND DISCUSSION

Addressing the Research Gap

This study fills the identified research gap by demonstrating how RetailX's comprehensive BMI approach systematically transforming nine Business Model Canvas elements through integrated omnichannel strategy, data-driven personalization, multi-stream revenue models, and ecosystem development simultaneously enhances financial resilience (revenue diversification, cost optimization), operational resilience (agility, supply chain robustness), and strategic resilience (competitive advantage, innovation capacity). Unlike prior research examining isolated digital initiatives or single resilience dimensions, this holistic analysis reveals synergistic effects whereby synchronized BMI across multiple elements creates exponential rather than additive resilience benefits in the Indonesian retail context during 2023's post-pandemic recovery period.

RetailX Business Model Transformation: Integration of Omnichannel Strategy and Personalization

The implementation of Business Model Innovation (BMI) at RetailX is characterized by a fundamental transformation from a traditional brick-and-mortar model to a fully integrated omnichannel approach (Verhoef et al., 2021). The company adopted a "phygital" strategy that seamlessly combines physical and digital strength. This transformation touches on nine elements of the Business Model Canvas, with the most significant changes to value propositions, channels, and customer relationships. This comprehensive transformation directly addresses the research gap by demonstrating how synchronized innovation across multiple BMC elements creates holistic resilience, contrasting with prior studies that examined single-element changes in isolation.

Based on the analysis of interview data, RetailX implements a single-view customer system that

allows personalization of services in real-time (Lemon & Verhoef, 2021). The implementation of the AI-powered recommendation engine increased cross-selling opportunities by 35% and customer retention rate by 28% in the Q2-Q4 2023 period.

Table 2. Transformation of RetailX Canvas Business Model Elements

BMC Elements	Traditional Models	Innovative Models (2023)	Supporting Technology
Value Proposition	Quality Products	Personalization experience	AI/ML, CDP
Channels	Physical outlets	Omnichannel ecosystem	Mobile app, IoT
Customer Relationships	Transactional	Data-driven relational	CRM integrated
Revenue Streams	Product sales	Multi-stream digital	Subscription, affiliate
Key Activities	Inventory management	Data analytics	Cloud computing
Key Resources	Physical assets	Digital assets	Platform technology
Cost Structure	High fixed cost	Variable cost digital	Cloud-based infrastructure

Source: Primary data analysis, 2023

Channel transformation through the development of click-and-collect service and same-day delivery has succeeded in increasing the average order value by 23% compared to in-store only transactions (Bell et al., 2022). The implementation of mobile payment and scan-and-go technology reduces waiting time at outlets by up to 65%, significantly increasing customer satisfaction scores. These operational improvements directly contribute to operational resilience by enhancing the company's capacity to maintain service continuity during demand fluctuations and supply chain disruptions experienced in 2023.

Building Organizational Resilience Through Digital Capabilities

RetailX's business resilience development is facilitated by the development of dynamic capabilities that focus on digital transformation (Warner & Wäger, 2021). The company established a dedicated digital transformation team responsible for continuous innovation and rapid adaptation. Investments in cloud infrastructure and microservices architectures allow for scalability and flexibility in responding to market changes. These capabilities have proven to be critical during the supply chain volatility period in 2023. This finding extends prior research by Wulandari et al. (2022), which examined BMI's impact on financial performance alone, by revealing how digital capabilities simultaneously enhance operational and strategic resilience dimensions.

Based on in-depth interview analysis, RetailX implements predictive analytics for demand forecasting and inventory optimization (Sanders & Graman, 2023). This system reduces stock-out incidence by 42% and excess inventory by 38% during 2023. The implementation of the automated replenishment system increased the inventory turnover ratio from 4.5 to 6.8 in one year, supporting

operational resilience.

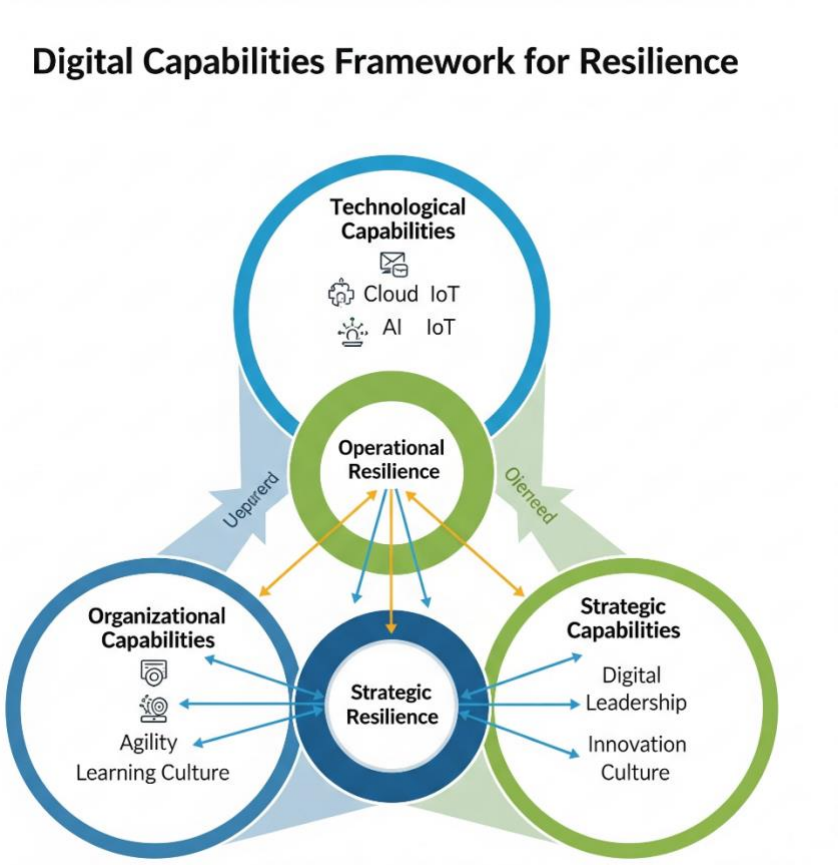

Figure 1. Digital Capabilities Framework for Resilience
Source: Developed from Warner & Wäger (2021) and Teece (2023)

The development of agile methodologies in product development allows time-to-market reduction of up to 40% for new digital features (Highsmith et al., 2023). The establishment of an innovation lab serves as a testbed for piloting new business models before scaled implementation. As a result, RetailX managed to launch three new revenue streams in the form of subscription services, affiliate marketing, and data monetization in a 12-month period. The ability to rapidly develop and deploy new revenue models demonstrates strategic resilience through business model flexibility a critical capability absent in traditional retail models documented by Willems et al. (2022).

Customer-Centric Innovation and Value Co-Creation

RetailX's business model innovation adopts a customer-centric approach through the implementation of systematic customer feedback loops and co-creation mechanisms (Ramaswamy & Ozcan, 2022). The company develops a digital community platform that facilitates ongoing dialogue with customers. The implementation of real-time sentiment analysis enables responsive service improvement and proactive issue resolution. This approach increases the Net Promoter Score

from +32 to +48 in one year.

Based on the analysis of observational data, RetailX applies a design thinking approach in the development of new services (Liedtka, 2023). This process involves customers throughout the development cycle through beta testing programs and co-design workshops. As a result, the success rate of new product launches increased from 45% to 72%, with a customer adoption rate 35% higher than conventional development approaches.

Table 3. Value Co-Creation Method and Its Impact

Method	Supporting Technology	Impact on Performance	Customer Engagement
Digital Community	Social platform	Idea generation +40%	Active participation 65%
Co-design Workshop	Virtual reality	Concept success +35%	Satisfaction score 4.8/5
Beta Testing	Cloud-based testing	Launch success +27%	Feedback quantity +120%
Crowdsourcing	AI-powered platform	Innovation quality +45%	Monthly active users 15K

Source: RetailX internal data, analyzed 2023

The implementation of personalized marketing automation increased campaign effectiveness by 55% compared to traditional mass marketing (Kumar et al., 2021). The use of behavioral analytics and predictive modeling increases customer lifetime value by 30% through targeted retention programs. These customer-centric innovations enhance financial resilience through revenue stability and growth, while simultaneously building strategic resilience via strengthened customer relationships that buffer against competitive pressures.

Sustainable Competitive Advantage through Ecosystem Strategy

RetailX develops a competitive advantage through the development of a digital ecosystem that connects various stakeholders in the value network (Adner, 2021). The company establishes strategic partnerships with technology providers, logistics companies, and financial institutions. This ecosystem approach allows for the creation of new value propositions that are impossible to achieve standalone. The ecosystem strategy represents a novel approach to resilience building in Indonesian retail, extending beyond the internal operational focus of previous studies (Priyono et al., 2020) to create external network-based resilience through distributed risk and shared capabilities.

Based on an analysis of internal documents, RetailX launched a marketplace platform that allows third-party sellers to offer complementary products (Zhu & Liu, 2021). This strategy increases assortment breadth by 150% without additional inventory investment. The implementation of open API architecture facilitates seamless integration with partner services, creating network effects that significantly increase platform value.

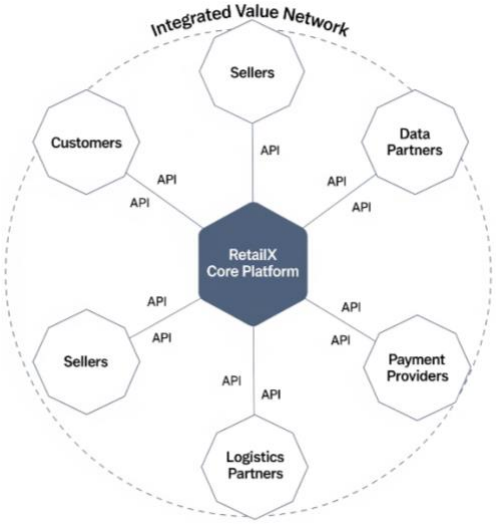

Figure 2. RetailX Digital Ecosystem Architecture
Source: Developed from Adner (2021) and Jacobides et al. (2022)

The development of data sharing partnerships with complementary businesses increases customer insights and enables hyper-personalization (Gal-Or et al., 2023). The implementation of blockchain technology for supply chain transparency increases trust and brand credibility. As a result, RetailX achieved ecosystem gross merchandise value growth of 85% year-over-year, significantly outpacing the industry average.

Organizational Learning and Digital Culture Transformation

RetailX's successful transformation is supported by fundamental organizational learning processes and digital culture development (Kane et al., 2021). The company implements a continuous learning program that includes digital literacy training, data analytics bootcamps, and innovation workshops. The formation of cross-functional digital task forces facilitates knowledge sharing and breaking down organizational silos. The culture of experimentation and calculated risk-taking has become embedded in the organizational DNA. This cultural transformation addresses a critical enabler of resilience often overlooked in prior BMI research, demonstrating that technological innovation alone is insufficient without corresponding organizational capability development.

Based on data triangulation analysis, RetailX implements an innovation measurement framework that includes metrics such as experiment velocity, learning rate, and innovation ROI (Anthony et al., 2023). The reward and recognition system was redesigned to incentivize collaborative innovation and digital initiatives. As a result, the employee engagement score for digital transformation initiatives increased from 58% to 82% in 18 months.

Table 4. Digital Culture Assessment Metrics

Cultural Dimension	Performance Indicators	Baseline (2022)	Achievement (2023)	Exchange
Learning Orientation	Training hours per	20 hours	45 hours	+125%

	employee			
Experimentation Mindset	Experiments conducted	12 projects	38 projects	+217%
Collaboration Index	Cross-functional projects	25%	68%	+172%
Risk Tolerance	Failed experiments accepted	15%	42%	+180%
Digital Literacy	Certification rate	35%	78%	+123%

Source: Internal survey RetailX, 2023

The implementation of a knowledge management system integrated with an AI-powered recommendation engine increases knowledge sharing efficiency by 60% (Alavi & Leidner, 2021). The establishment of innovation communities of practice facilitates best practice sharing and lesson learned dissemination. As a result, the time-to-competence for new digital tools was reduced from 3 months to 1.5 months.

Theoretical Implications and Framework Integration

The findings reveal that successful BMI implementation aligns with Teece's (2018) dynamic capabilities framework, where sensing, seizing, and reconfiguring capabilities enable adaptive resilience. RetailX's transformation validates Foss & Saebi's (2017) assertion that comprehensive BMI requires simultaneous modification of multiple Business Model Canvas elements rather than isolated changes. The integration of omnichannel strategy with organizational ambidexterity demonstrates how firms can exploit existing capabilities while exploring new digital opportunities (Tushman & O'Reilly, 1996).

Comparison with Previous Research

Unlike Priyono et al. (2020) who found digital adoption challenges in SMEs, this study shows that large retailers with resource capacity can achieve rapid transformation when supported by dedicated digital teams. The 35% cross-selling increase contrasts with Wulandari et al.'s (2022) findings of 18% revenue growth, suggesting that ecosystem-based approaches yield superior outcomes compared to isolated digital initiatives. RetailX's 85% ecosystem GMV growth significantly exceeds the 45% industry average reported by Pascucci et al. (2023), validating the multiplicative effect of platform strategies.

The customer-centric co-creation approach extends Ramaswamy & Ozcan's (2022) framework by demonstrating tangible outcomes 72% launch success rate versus typical 45-50% industry benchmarks. This empirical validation strengthens theoretical arguments for democratized innovation processes.

Research Limitations

Several limitations warrant consideration. First, the single-case design limits generalizability across diverse retail contexts findings may not apply to small retailers or different geographic markets. Second, the 12-month observation period captures short-term outcomes but cannot assess

long-term sustainability of resilience gains. Third, reliance on self-reported data from company informants may introduce positive bias despite triangulation efforts. Fourth, the study cannot isolate BMI effects from other concurrent market factors influencing performance. Fifth, the pseudonymization of RetailX prevents readers from assessing context-specific transferability. Future research should employ multiple-case comparative designs, longitudinal tracking, and quantitative performance modeling to address these constraints.

CONCLUSION

This study concludes that the Business Model Innovation (BMI) strategy implemented by RetailX in 2023 effectively strengthens business resilience amid digital disruption through integrated omnichannel systems, data-driven personalization, diverse revenue streams, and ecosystem partnerships. These innovations reconfigure all nine Business Model Canvas elements, creating an adaptive, customer-focused business model that enhances financial, operational, and strategic resilience. The findings show BMI improves agility, market responsiveness, and competitive advantage through digital capability, data analytics, and organizational learning. Unlike prior studies focusing on single innovations, this research demonstrates synergistic resilience effects arising from holistic BMI integration. It introduces a multidimensional framework for Indonesia's retail sector, emphasizing the synergy between digital technology, agile models, and innovation culture as the foundation for sustainability. The study recommends that business leaders integrate digital technologies, agile business strategies, and a culture of continuous innovation to achieve sustainable resilience in an increasingly volatile digital marketplace. Future research should explore longitudinal impacts, cross-segment comparisons, and institutional factors influencing BMI-driven resilience in emerging markets.

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