Journal of Economic, Religious, and Entrepreneurship (JoERE)
E-ISSN: 3025-3004
Volume 3 Number 1, June 2025, Page 37-48
DOI: 10.60046/joere.v3i1.172
https://ejournal.stiab-jinarakkhita.ac.id/index.php/joere

The Influence of Business Model Innovation on Increasing Company Competitiveness in the Digital Era

Heru Dwi Kardana[1*] https://orcid.org/0009-0008-5901-792x
Luwiha[2] https://orcid.org/0009-0006-5283-2361
Juni Suryanadi[3] https://orcid.org/0009-0006-7671-7712
Muhammad Kashif Majeed[4] https://orcid.org/0000-0002-8682-5657

[1,2,3]Buddhist Business and Management Department, Jinarakkhita Buddhist College of Lampung, Indonesia.
[4]PhD in Education Curriculum and Instruction, International Islamic University, Malaysia.
**corresponding author: heru.dwi.kardanan@sekha.kemenag.go.id*

ABSTRACT
This study aims to investigate the impact of business model innovation on enhancing company competitiveness in the context of the digital era. As companies increasingly face challenges from rapid technological advancements and evolving consumer preferences, the need for strategic innovation becomes paramount. Business model innovation defined as the process of redesigning a company's core logic for creating and capturing value has been recognized as a key lever for maintaining relevance and achieving competitive advantage. Employing a descriptive quantitative research design, this study collected primary data through structured questionnaires administered to 90 respondents who are customers of the SRC Fitri store. Simple linear regression analysis was conducted to examine the relationship between business model innovation (independent variable) and company competitiveness (dependent variable). The analysis revealed that business model innovation has a statistically significant impact on competitiveness, accounting for 51.4% of the observed variance. The remaining 48.6% is attributed to other external factors not examined within this study. These findings underscore the strategic importance of business model innovation as a central factor in navigating digital disruption and market volatility. Companies that are able to rapidly innovate their business models in response to technological change and shifting customer demands are more likely to sustain long-term competitive advantage. This study contributes to the growing body of literature on strategic innovation and offers practical insights for business leaders seeking to strengthen their firm's adaptive capacity and competitiveness in the digital age.

ARTICLE INFO
Keywords:
Business model innovation; corporate competitiveness; digital transformation; business flexibility; digital era.

Article History:
Received: June 16, 2025
Revised: June 28, 2025
Accepted: June 29, 2025
Published: June 30, 2025

How to Cite in APA Style:
Kardana., et al. (2025). The Influeunce of Business Model Innovation on Increasing Company Competitivines in the Digital Era. *Journal of Economic, Religious, and Entrepreneurship, 3*(1), 37 - 48.

Introduction

The rapid development of technology and digital transformation has encouraged businesses to continue to innovate in order to maintain and improve their competitiveness. In this digital era, the way businesses operate, interact with customers, and implement business strategies is greatly influenced by technological advances. These changes not only require adaptation, but also create great opportunities for companies to maximize the use of technology in creating new competitiveness (Alichia et al., 2024).

Digital transformation has brought about significant changes in consumer behavior,

Journal of Economic, Religious, and Entrepreneurship (JoERE)
E-ISSN: 3025-3004
Volume 3 Number 1, June 2025, Page 37-48
DOI: 10.60046/joere.v3i1.172
https://ejournal.stiab-jinarakkhita.ac.id/index.php/joere

especially in terms of technology adoption. Consumers are now increasingly dependent on digital platforms to interact with products and services, which requires companies to face new challenges to meet changing customer needs. This phenomenon encourages companies to always understand market dynamics and design business strategies that are relevant to the times (Riofita Hendra et al., 2024).

In facing these challenges, innovation is a key element in creating competitiveness in the digital era. In the context of business, innovation is not only limited to products or services, but also includes adaptive and responsive business models. Innovative business models enable companies to survive and thrive amidst increasingly fierce market competition and rapid technological advances (Hapriyanto, 2024).

The technological revolution, such as artificial intelligence, the internet of things, big data, and blockchain technology, provides great opportunities for companies to create added value. However, along with that, challenges arise to adapt business models to remain relevant to market needs. Companies need to design adaptive strategies to effectively take advantage of these opportunities (Taufik et al., 2024).

Traditional, rigid and non-innovative business models are no longer able to meet the demands of an increasingly digital business world. To improve operational efficiency, expand market share, and create added value, companies need to redesign their approach. Innovation in business models has proven effective in strengthening a company's competitiveness and creating products and services that better suit consumer needs (Halim et al., 2023).

An innovation strategy that covers all aspects of business operations is very important for companies that want to stay relevant in the digital era. By continuing to innovate, companies can quickly adapt to market changes and increase their competitiveness. Innovative business models enable companies to create greater efficiency and provide higher added value to consumers (Dec et al., 2024).

Therefore, this study aims to explore creative strategies in order to increase business competitiveness in the digital era. By combining technological innovation and relevant business strategies, it is hoped that companies can face challenges and maximize opportunities that arise in this digital era. An approach that focuses on innovation in business models is the key to success in facing the ever-changing market dynamics.

Method

The research method used is a survey method with a descriptive quantitative approach. According to (Ramanda et al., 2022). the research method is a survey method with a quantitative approach based on the philosophy of positivism, used to research certain populations or samples, data collection is carried out with research instruments and testing predetermined hypotheses. In this study, the quantitative method was applied because this study uses statistics to determine the effect of independent variables on dependent variables. The research is based on collecting data in the form of questionnaires because the data is obtained directly from respondents. In this study, the number of samples to be taken is 90 consumers who have visited the SRC FITRI store.

Several studies have examined the impact of business model innovation on increasing the competitiveness of companies in the digital era. Previous research by (Khouroh et al., 2021) showed that business model innovation in SMEs has a significant positive impact on increasing competitiveness, especially through managing technological constraints and

Journal of Economic, Religious, and Entrepreneurship (JoERE)
E-ISSN: 3025-3004
Volume 3 Number 1, June 2025, Page 37-48
DOI: 10.60046/joere.v3i1.172
https://ejournal.stiab-jinarakkhita.ac.id/index.php/joere

external relations. Digitalization strengthens the adaptability of SMEs to innovate in their business models, so that they can compete in the digital era. Digital business models play an important role in increasing the competitiveness of industrial companies by utilizing digital technology to the fullest. Digitalization provides opportunities for companies to operate in a dynamic environment and compete more efficiently in a changing market (Mialeshka, 2021).

H_1: The Effect of Business Model Innovation on Increasing Company Competitiveness in the Digital Era
H_0: Business Model Innovation has no effect on Increasing Company Competitiveness in the Digital Era

The following is a conceptual framework

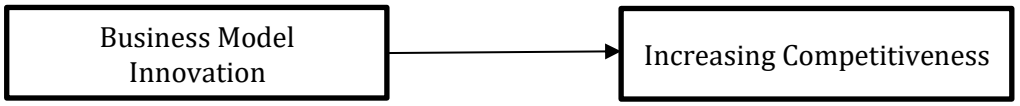

Figure 1. conceptual framework

Findings

Descriptive statistics Test of Business Model Innovation Instruments and Increasing Company Competitiveness

Table 1. Instrument Descriptive Statistics Output

Descriptive Statistics								
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
X	90	18.00	32.00	50.00	40.3111	.52256	4.95745	24.576
Valid N (listwise)	90							

Source: Data analysis 2025

Table 2. Instrument Descriptive Statistics Output

Descriptive Statistics								
	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Y	90	20.00	30.00	50.00	39.8556	.58028	5.50497	30.305
Valid N (listwise)	90							

Source: Data analysis 2025

The output table above shows the number of measurements (N), the lowest value (Minimum), the highest value (Maximum), the average value (Mean), the standard deviation (Std.), and the variance statistics of each variable.

Validity Test of Business Model Innovation Instruments and Increasing Company Competitiveness

Journal of Economic, Religious, and Entrepreneurship (JoERE)
E-ISSN: 3025-3004
Volume 3 Number 1, June 2025, Page 37-48
DOI: 10.60046/joere.v3i1.172
https://ejournal.stiab-jinarakkhita.ac.id/index.php/joere

The basis for making decisions on the validity test of product moment is by comparing the calculated R value with the R table. If the calculated R value > R table, then the question item is declared valid. Conversely, if the calculated R value < R table, then the question item is declared invalid.

Table 3. Validity Test of Business Model Innovation Variables

	x1	*x2*	*x3*	*x4*	*x5*	*x6*	*x7*	*x8*	*x9*	*x10*	*total*
x1	1										
x2	0.712	1.000									
x3	0.490	0.475	1.000								
x4	0.167	-0.005	0.289	1.000							
x5	0.152	0.137	0.235	0.134	1.000						
x6	0.405	0.267	0.319	0.298	0.292	1.000					
x7	0.257	0.266	0.354	0.493	0.200	0.453	1.000				
x8	0.041	-0.067	0.323	0.356	0.366	0.363	0.467	1.000			
x9	0.392	0.474	0.290	0.094	0.117	0.380	0.399	0.147	1.000		
x10	0.131	0.188	0.296	0.134	0.491	0.470	0.281	0.380	0.271	1.000	
R.HIT	0.628	0.583	0.667	0.497	0.561	0.680	0.670	0.551	0.553	0.619	1.000
R.TABEL	0.207	0.207	0.207	0.207	0.207	0.207	0.207	0.207	0.207	0.207	0.207
STATUS	V	V	V	V	V	V	V	V	V	V	V

Source: Data analysis 2025

Based on the table above, it is known that there are 10 questions with Rcount value > Rtable. So, of the 10 question items tested, all have valid status.

Table 4. Validity Test of Variables to Increase Company Competitiveness

	Y1	*Y2*	*Y3*	*Y4*	*Y5*	*Y6*	*Y7*	*Y8*	*Y9*	*Y10*	*TOTAL*
Y1	1										
Y2	0.315	1.000									
Y3	0.542	0.117	1.000								
Y4	0.472	0.435	0.360	1.000							
Y5	0.345	0.107	0.370	0.384	1.000						
Y6	0.261	0.226	0.236	0.397	0.550	1.000					
Y7	0.269	0.282	0.245	0.612	0.467	0.652	1.000				
Y8	0.506	0.203	0.243	0.415	0.394	0.474	0.444	1.000			
Y9	0.448	0.029	0.739	0.331	0.358	0.296	0.316	0.377	1.000		
Y10	0.388	0.272	0.530	0.420	0.517	0.519	0.501	0.382	0.577	1.000	
R.HIT	0.640	0.415	0.665	0.699	0.677	0.708	0.732	0.641	0.686	0.796	1.000
R.TABEL	0.207	0.207	0.207	0.207	0.207	0.207	0.207	0.207	0.207	0.207	0.207
STATUS	V	V	V	V	V	V	V	V	V	V	V

Source: Data analysis 2025

Based on the table above, it is known that there are 10 questions from the purchasing decision variable with a value of Rcount > Rtable. So, of the 10 question items tested, all have valid status.

Journal of Economic, Religious, and Entrepreneurship (JoERE)
E-ISSN: 3025-3004
Volume 3 Number 1, June 2025, Page 37-48
DOI: 10.60046/joere.v3i1.172
https://ejournal.stiab-jinarakkhita.ac.id/index.php/joere

Reliability Test of Business Model Innovation Instruments and Increasing Company Competitiveness

Table 5. instrument reliability output

Reliability Statistics	
Cronbach's Alpha	N of Items
.896	20

Source: Data analysis 2025

Based on the output presented in Table 5, the reliability test was conducted on a total of 20 questionnaire items using SPSS version 25.0. The analysis yielded a Cronbach's Alpha value of 0.896, which exceeds the commonly accepted minimum threshold of 0.60, and indicates a high level of internal consistency among the items. Since the Cronbach's Alpha value is significantly greater than 0.60 and well above the standard significance level of 0.05, the instrument used in this study can be considered reliable. This result confirms that the set of items consistently measures the intended construct. Therefore, it can be concluded that the research instrument has met the necessary requirements of both validity and reliability, and is appropriate for use in further data collection and analysis.

Normality Test

The normality test is conducted to determine whether the sample data originate from a population that follows a normal distribution. In this study, the One-Sample Kolmogorov-Smirnov (K-S) test was employed to assess the normality of the residuals. The test was carried out at a significance level of 0.05 (5%), which is the standard threshold for statistical decision-making. For the data to be considered normally distributed, the significance value (Asymp. Sig. 2-tailed) must be greater than or equal to 0.05.

This requirement ensures that the assumption of normality is satisfied, which is a critical prerequisite for the validity of many parametric statistical analyses.

Table 6. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		90
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.83842299
Most Extreme Differences	Absolute	.085
	Positive	.082
	Negative	-.085
Test Statistic		.085
Asymp. Sig. (2-tailed)		.138[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
Source: Data analysis 2025

Based on the normality test results presented in Table 6, the unstandardized residuals derived from a sample of 90 respondents yielded a significance value of 0.138. This value exceeds the conventional threshold of 0.05, indicating that the distribution of residuals can be considered statistically normal. Furthermore, the absolute value of the most extreme

Journal of Economic, Religious, and Entrepreneurship (JoERE)
E-ISSN: 3025-3004
Volume 3 Number 1, June 2025, Page 37-48
DOI: 10.60046/joere.v3i1.172
https://ejournal.stiab-jinarakkhita.ac.id/index.php/joere

difference was 0.085, with the positive and negative differences being 0.082 and -0.085, respectively. These results suggest no substantial deviation from the normal distribution, implying that the residuals do not exhibit significant skewness or kurtosis. This indicates that the assumption of normality has not been violated in the regression model tested.

Adherence to the normality assumption of residuals is essential to ensure the inferential validity of parametric statistical techniques employed in this study, such as multiple linear regression analysis. Accordingly, these findings provide a solid foundation for proceeding with further statistical examination of the effect of business model innovation (independent variable X) on the enhancement of company competitiveness (dependent variable Y). The confirmation of this assumption also reinforces the methodological rigor of the study and supports the reliability of the derived interpretations.

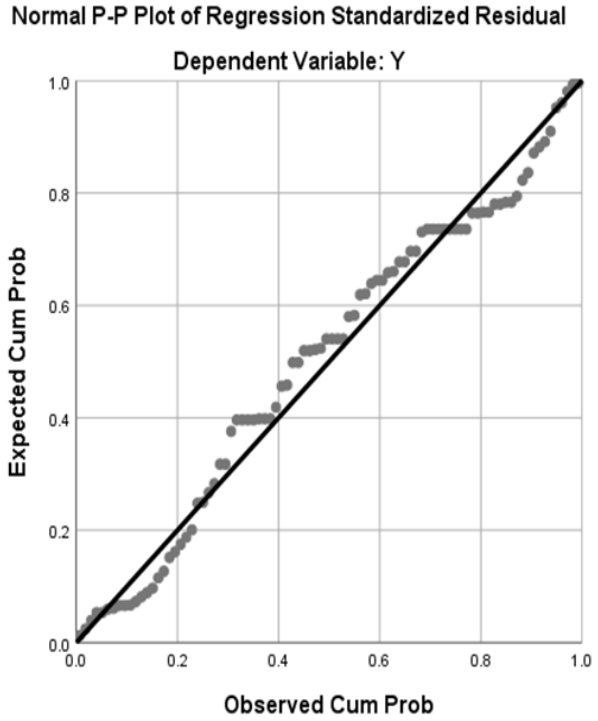

Figure 2. Normal P-P Plot Test

Based on the output graph shown above, the plot points in the P-P Plot of regression standardized residual image always follow and approach the diagonal line. From there, it can be concluded that based on the probability plot technique, the residual distribution tends to be normal. Therefore, the assumption of normality for the residual values in the simple linear regression analysis in this study is met. In addition to the P-P Plot analysis, the assumption of normality is further supported by the appearance of minimal deviations from the diagonal line, indicating that the residuals are symmetrically distributed around the mean. This visual evidence aligns with the characteristics of a normal distribution, where most residuals cluster around zero and taper off symmetrically in both directions. When residuals exhibit this pattern, it suggests that the errors in the regression model are random and not systematically biased, thereby validating the use of inferential statistical techniques that assume normality in residuals.

Data collection methods are utilized to respond to research inquiries formed through hypotheses. Hypothesis evaluation acts as a provisional response to the query "Does business model innovation influence the enhancement of company competitiveness? " In

Journal of Economic, Religious, and Entrepreneurship (JoERE)
E-ISSN: 3025-3004
Volume 3 Number 1, June 2025, Page 37-48
DOI: 10.60046/joere.v3i1.172
https://ejournal.stiab-jinarakkhita.ac.id/index.php/joere

this research, the hypothesis was evaluated utilizing a linear regression formula model with data analyzed using SPSS 25.

Table 8. Regression Equation Output

Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1(Constant)	7.769	3.352		2.318	.023
X	.796	.083	.717	9.644	.000

a. Dependent Variable: Y

Source: Data analysis 2025

Based on the results shown in the coefficients table, the simple linear regression equation can be formulated as Y = 7.769 + 0.796X, where *Y* represents the enhancement of company competitiveness and *X* denotes the level of business model innovation. The constant value (a) of 7.769 indicates that if there is no change or increase in business model innovation, the baseline level of company competitiveness is 7.769. This constant serves as the intercept of the regression line, reflecting the predicted value of the dependent variable when the independent variable is zero.

The regression coefficient (b) for variable *X* is 0.796, with a significance value of 0.000, which is far below the 0.05 threshold, indicating that the effect of business model innovation on company competitiveness is statistically significant. The coefficient value implies that for every 1-unit increase in business model innovation, the level of company competitiveness increases by 0.796 units, or 79.6%. Additionally, the standardized coefficient (Beta) of 0.717 demonstrates a strong positive relationship between the two variables. These results confirm that business model innovation plays a significant and positive role in enhancing company competitiveness.

$$Y = 7.769 + 0.796$$

The criteria for testing the hypothesis with alpha 5% (0.05) is Ho is rejected if ≤ 0.05 by referring to the following anova table:

Table 9. Anova Analysis Output

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1385.842	1	1385.842	93.004	.000[b]
Residual	1311.281	88	14.901		
Total	2697.122	89			

a. Dependent Variable: Y

b. Predictors: (Constant), X

Source: Data analysis 2025

Based on the ANOVA output presented in the table, the F-value obtained is 93.004 with a significance level (Sig.) of 0.000. This result indicates that the regression model is statistically significant. Because the significance value is far below the threshold of 0.05, there is no need to compare the calculated F-value with the critical value from the F-

Journal of Economic, Religious, and Entrepreneurship (JoERE)
E-ISSN: 3025-3004
Volume 3 Number 1, June 2025, Page 37-48
DOI: 10.60046/joere.v3i1.172
https://ejournal.stiab-jinarakkhita.ac.id/index.php/joere

distribution table. The SPSS output provides sufficient evidence to confirm that the independent variable (X), which represents business model innovation, has a significant effect on the dependent variable (Y), which is company competitiveness.

The implication of this result is that the regression model, as a whole, explains a significant portion of the variance in the dependent variable. In other words, business model innovation contributes meaningfully to predicting and explaining changes in company competitiveness. This finding supports the conclusion that the model is appropriate and reliable for further analysis, confirming the relevance of business model innovation as a key factor in enhancing organizational performance within the observed sample.

Table 10. Model Summary Output

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717[a]	.514	.508	3.86017

a. Predictors: (Constant), X
b. Dependent Variable: Y
Source: Data analysis 2025

The R-Square value in this result shows a value of 0.514 or 51.4%. This value means that the influence of business model innovation (X1) on increasing competitiveness (Y) is 51.4%, the remaining 48.6% is influenced by other variables outside the model. In this model it is explained to have a positive influence.

Discussion

Product Innovation and Strategy Development

Product innovation and strategy development have become important factors in strengthening a company's competitiveness. shows that the application of information and communication technology, cooperation with other parties, and product diversification function effectively in improving competitiveness in the digital age (Sayudin et al., 2023).

Product innovation and strategy development are key components that help companies maintain their competitiveness, especially in the digital age (Prasetiasari et al., 2023). This innovation provides companies with the ability to handle rapid changes in market preferences and technology. Based on previous research by (Aswandy & Mariyanti, 2022), strategies that utilize information and communication technology (ICT) efficiently can increase productivity and create products that are more in line with customer needs. In addition, successful product innovation often involves collaboration with various parties, such as suppliers, distributors, and other strategic partners, to expand innovation capacity and introduce more integrated solutions (Prasetiasari et al., 2023).

Product diversification is also an important strategy in increasing competitiveness in the digital age. Diversification not only supports companies to enter new markets but also reduces the risks associated with dependence on one type of product or service (Gunawan Aji et al., 2023). In the digital context, companies can leverage technology to accelerate the development of new products and adapt them to specific consumer needs. This allows companies to remain relevant and attractive to customers with rapidly changing preferences (Gunawan Aji et al., 2023). This strategy not only strengthens the company's position in the market but also creates added value that is difficult for competitors to imitate.

Journal of Economic, Religious, and Entrepreneurship (JoERE)
E-ISSN: 3025-3004
Volume 3 Number 1, June 2025, Page 37-48
DOI: 10.60046/joere.v3i1.172
https://ejournal.stiab-jinarakkhita.ac.id/index.php/joere

According to (Setiawan, 2016) shows that success in developing a product innovation strategy is highly dependent on the company's ability to integrate technology and human resources. Adopting a customer-focused approach and utilizing real-time feedback can help companies recognize new trends and develop products that are more responsive to market needs (Wardani, 2023). Therefore, well-planned product innovation and strategy development can provide long-term competitive advantages for companies in an increasingly complex global market.

Innovative Business Models in the Digital Economy

Innovation in business models in the digital era has become a vital strategic tool for companies to create added value for consumers while increasing their competitiveness. Innovative business models facilitate companies to adapt quickly to technological changes and changing consumer preferences. Large companies such as McDonald's, Amazon, and Starbucks have successfully implemented innovative business models that have not only transformed the way they provide products and services but also strengthened their position in the competitive global market. McDonald's, for example, continues to innovate by introducing digital services such as online ordering and automated drive-thru services, while Amazon leverages technology to optimize its supply chain and improve customer experience (Mukhina et al., 2020).

Innovative business models in the digital era often include deep integration of digital technologies, such as the use of big data, artificial intelligence, and blockchain, to improve business operations and create new value (Ramdhan & Aripin, 2024). These technologies enable companies to gain deeper insights into consumer behavior, personalize services, and improve operational efficiency (Maria et al., 2024). In this context, Amazon is a prime example where the application of technologies such as predictive algorithms and supply chain automation has helped the company maintain its competitive advantage in the global retail sector (Kulichkov et al., 2022). By utilizing digital-based business models, companies can also expand their market reach more quickly and effectively, both in local and international markets.

In addition, the implementation of innovative business models gives companies the ability to operate in increasingly disruptive markets with more flexibility. In an era where digital technology is rapidly changing the industrial landscape, companies that not only react but are also proactive in implementing business model innovations are more likely to succeed (Dunn et al., 2011). For example, the business models used by Uber and Airbnb are concrete examples of how digital innovation can transform traditional industries such as transportation and hospitality. This model allows companies to create business ecosystems that connect consumers directly with service providers, eliminating intermediaries, and thus offering greater value to consumers (Suwastika et al., 2023). Business innovations like this will continue to develop along with the advancement of increasingly sophisticated digital technology.

Business Strategy in the Digital Era

Digital transformation has fundamentally changed the way companies operate and interact with customers. Successful business strategies in the digital era require a combination of information technology with creative business models (Hapriyanto, 2024). Alignment between business strategy and technology is the key to achieving competitive advantage (Abu-Saifan, 2012). In an ever-changing business environment, digital transformation is not just about adopting technology, but also includes changes in corporate culture, operational processes, and employee skill development.

Journal of Economic, Religious, and Entrepreneurship (JoERE)
E-ISSN: 3025-3004
Volume 3 Number 1, June 2025, Page 37-48
DOI: 10.60046/joere.v3i1.172
https://ejournal.stiab-jinarakkhita.ac.id/index.php/joere

The importance of alignment between business strategy and technology can be seen from the company's ability to optimize business processes, improve operational efficiency, and provide added value to customers. With the right application of technology, companies can strengthen their competitiveness in the market and face changes in the business environment more adaptively (Nastiti, 2019). Digital transformation also requires active participation from all levels of the company. Cultural changes and mindsets that encourage innovation must be implemented so that all elements of the organization can synergize in implementing digital solutions.

In addition, developing new skills for employees is also important in ensuring the success of digital transformation. In this context, companies must be able to identify opportunities and challenges arising from technological change. They need to implement business strategies that focus on leveraging technology to increase business value and deliver exceptional customer experiences. Thus, the integration of information technology with creative business models is not only a necessity, but also a foundation for companies to achieve competitive advantage in this digital era. Awareness of the importance of alignment between business strategy and technology is a crucial first step in the company's digital transformation process.

Business Model Innovation For Companies In The Digital Era

Digital business model innovation for companies has become a crucial solution to improve their competitiveness in the digital era, especially in developing countries. This innovation includes creating value, offering value, and delivering value more efficiently. For example, business model innovation involving digital technology allows companies to coordinate their business activities more effectively, and create and deliver differentiated value to customers in both domestic and international markets. This helps companies compete better and adapt to rapidly changing market demands (Al-Okaily et al., 2023).

In addition, research shows that digitalization can strengthen SME business model innovation by leveraging technological and relational boundary management capabilities. A study by (Walker, 2017) revealed that managing company boundaries in terms of technology and relationships with other parties greatly affects the ability of companies to adopt and implement their business model innovations. By implementing digital-based innovation strategies, companies can improve their performance amidst increasingly fierce competition in the digital era.

However, although digital business model innovation brings many benefits, many companies still face challenges in the adoption process. Companies often have to deal with resource constraints and lack of time to experiment with new business models. (Bouwman et al., 2019) noted that companies that can allocate more resources to experiment with their business models, as well as being more involved in strategy implementation, tend to show better performance. Therefore, proper resource allocation and robust implementation strategies are critical to ensuring the success of digital business model innovation in companies.

Conclusion

Business model innovation has been shown to contribute significantly to increasing a company's competitiveness, especially in the digital era, contributing 51.4% to competitiveness, while the rest is influenced by other factors. Flexible business models help firms adapt to disruptions and market shifts, boosting efficiency, adding value, and enhancing customer experience.

References

Abu-Saifan, S. (2012). Social Entrepreneurship: Definition and Boundaries. *Technology Innovation Management Review*, *2*(2), 22–27. https://doi.org/10.22215/timreview523

Al-Okaily, A., Al-Okaily, M., Teoh, A. P., & Al-Debei, M. M. (2023). An empirical study on data warehouse systems effectiveness: the case of Jordanian banks in the business intelligence era. *EuroMed Journal of Business*, *18*(4), 489–510. https://doi.org/10.1108/EMJB-01-2022-0011

Alichia, W. N., Khoirunnisa, M., Al-Madani, B. Z., Hidayat, R., & Ikaningtyas, M. (2024). Strategi inovasi bisnis untuk meningkatkan daya saing dan pertumbuhan organisasi di er digital. *Jurnal Ilmiah Multudisiplin*, *1*(4), 50–59.

Aswandy, E., & Mariyanti, T. (2022). Analisa Pengaruh Teknologi Informasi & Komunikasi terhadap Kewirausahaan dan Kinerja UMKM. *Jurnal STEI Ekonomi*, *31*(01), 76–89. https://doi.org/10.36406/jemi.v31i01.624

Bouwman, H., Nikou, S., & De Reuver, M. (2019). Digitalization, business models, and SMEs: How do business model innovation practices improve performance of digitalizing SMEs? *Telecommunications Policy*, *43*(9), 101828.

Dec, Y., Fajar, T., Makatita, R., Andarini, S., Kusumasari, I. R., Bisnis, P. A., Sosial, I., & Politik, D. (2024). Perencanaan dan Pengembangan Bisnis di Era Digital. *Jurnal Manajemen Dan Akuntansi*, *1*(3), 22–27. https://doi.org/10.62017/wanargi

Dunn, A. M., Hofmann, O. S., Waters, B., & Witchel, E. (2011). Cloaking malware with the trusted platform module. In *Proceedings of the 20th USENIX Security Symposium* (pp. 395–410).

Gunawan Aji, Eka Febrianti, Dina Azfia Karima, Ahmad Dhia Iqbal, & Nurul Eka Setiani. (2023). Analisis Strategi Pengembangan Bisnis Pada Pt Goto Gojek Tokopedia Untuk Pertumbuhan Jangka Panjang Pasca Ipo. *GEMILANG: Jurnal Manajemen Dan Akuntansi*, *3*(3), 49–59. https://doi.org/10.56910/gemilang.v3i3.606

Halim, R. S., Chandra, T. Y., & Mau, H. A. (2023). Perkembangan Bisnis Di Era Digital. *Jurnal Multidisiplin Indonesia*, *2*(September), 3048–3074.

Hapriyanto, A. R. (2024). Multidisciplinary Science Strategi Inovatif dalam Meningkatkan Daya Saing Bisnis di Era Digital. *Nusantara Journal of Multidisciplinary Science*, *2*(1), 108–117.

Khouroh, U., Sri Ratnaningsih, C., & Rahayudi, B. (2021). Inovasi dan Daya Saing UMKM di Era New Normal: dari Triple Helix Model ke Quadruple Helix Model. *Jurnal Manajemen Dan Kewirausahaan*, *9*(2), 152–162. https://doi.org/10.26905/jmdk.v9i2.6718

Kulichkov, S. N., Chunchuzov, I. P., Popov, O. E., Gorchakov, G. I., Mishenin, A. A., Perepelkin, V. G., Bush, G. A., Skorokhod, A. I., Vinogradov, Y. A., Semutnikova, E. G., Šepic, J., Medvedev, I. P., Gushchin, R. A., Kopeikin, V. M., Belikov, I. B., Gubanova, D. P., Karpov, A. V., & Tikhonov, A. V. (2022). Acoustic-Gravity Lamb Waves from the Eruption of the Hunga-Tonga-Hunga-Hapai Volcano, Its Energy Release and Impact on Aerosol Concentrations and Tsunami. *Pure and Applied Geophysics*, *179*(5), 1533–1548. https://doi.org/10.1007/s00024-022-03046-4

Maria, V., Rizky, S. D., & Akram, A. M. (2024). Mengamati Perkembangan Teknologi dan Bisnis Digital dalam Transisi Menuju Era Industri 5 . 0. *Wawasan : Jurnal Ilmu Manajemen, Ekonomi Dan Kewirausahan*, *2*(3), 175–187.

Mialeshka, Y. V. (2021). New industrialization and trends in modernization of Belarusian industry. *Science & Technique*, *20*(4), 357–364.

Mukhina, A. A., Kuzmenko, N. B., Rodina, Y. A., Kondratenko, I. V., Bologov, A. A., Latysheva,

T. V., Prodeus, A. P., Pampura, A. N., Balashov, D. N., Ilyina, N. I., Latysheva, E. A., Deordieva, E. A., Shvets, O. A., Deripapa, E. V., Abramova, I. N., Pashenko, O. E., Vahlyarskaya, S. S., Zinovyeva, N. V., Zimin, S. B., Shcherbina, A. Y. (2020). Primary Immunodeficiencies in Russia: Data From the National Registry. *Frontiers in Immunology*, *11*(June). https://doi.org/10.3389/fimmu.2020.01491

Nastiti, P. (2019). Analisis Strategi Bisnis dan SI / TI Pada Perusahaan Rintisan Berbasis Teknologi. *JUTEI (Jurnal Terapan Teknologi Informasi)*, *3*(1), 53–63. https://doi.org/10.21460/jutei.2018.31.132

Prasetiasari, C., Suwalla, N., Lubis, I. H., Andrini, A. R., Delviane, A., Sitohang, C. P., Andriani, T. P., Markis, M., Istighfari, I., & Gaol, F. L. (2023). Pentingnya Kesadaran Hukum Masyarakat untuk Meningkatkan Daya Saing Usaha Mikro, Kecil dan Menengah (UMKM) di Era Digital pada Kelurahan Sembulang Kecamatan Rempang Pulau Galang Kota Batam. *Yumary: Jurnal Pengabdian Kepada Masyarakat*, *4*(1), 19–25. https://doi.org/10.35912/yumary.v4i1.2376

Ramanda, R., Irwan, M., & Yulis, Y. E. (2022). Analisis Laporan Keuangan sebagai Dasar Dalam Menilai Kinerja Keuangan RSUD Teluk Kuantan. *Jurnal Ekonomi Al-Khitmah*, *4*(2), 49–56.

Ramdhan, H., & Aripin, S. (2024). Strategi Digital untuk Bisnis: Pendekatan Praktis dan Implementasi di Industri 4.0. *ADI Bisnis Digital Interdisiplin Jurnal*, *5*(1), 34–40. https://doi.org/10.34306/abdi.v5i1.1096

Riofita Hendra, Rifky, M. G., Salamah, L. R., Asrita, R., Nurzanah, S., Negeri, I., Syarif, S., Riau, K., & Konsumen, P. (2024). Perubahan strategi pemasaran dalam menghadapi tantangan pasar konsumen di era digital. *Jurnal Ekonomi Manajemen Dan Bisnis*, *1*(3), 21–26.

Sayudin, S., Nurjanah, A., & Yusup, A. (2023). Innovation Strategy and Product Development to Increase Company Competitiveness in Digital Era. *Eduvest - Journal of Universal Studies*, *3*(5), 996–973. https://doi.org/10.59188/eduvest.v3i5.814

Setiawan, I. R. (2016). Pengembangan Sumber Daya Manusia di Bidang Pariwisata: Perspektif Potensi Wisata Daerah Berkembang. *Jurnal Penelitian Manajemen Terapan*, *1*(1), 24.

Suwastika, I. W. K., Kase, M. S., Bayti, N., & Wangania, D. (2023). Kewirausahaan Di Era Digital Berinovasi Dan Bertumbuh Dalam Dunia Teknologi. *In PT. Literasi Nusantara Abadi Grup.*

Taufik, Y., Harto, B., Sumarni, T., Panji Pramuditha, & Marhanah, S. (2024). Inovasi dan Resiliensi Untuk Mengoptimalkan Transformasi Digital di Sektor Kreatif. *ATRABIS Jurnal Administrasi Bisnis (e-Journal)*, *9*(2), 299–309. https://doi.org/10.38204/atrabis.v9i2.1756

Walker, P. A. (2017). Horizon 2020 EuPRAXIA design study. *IPAC 2017 - Proceedings of the 8th International Particle Accelerator Conference*, 1265–1268.

Wardani, S. (2023). Analisis Strategis Komunikasi Pemasaran Dalam Meningkatkan Kinerja Ekonomi Perusahaan. *Jurnal Ilmiah Manajemen Profetik*, *1*(2), 76–80.