

THE ROLE OF DISTINCTIVE ORGANISATIONAL CAPABILITY IN FORMULATING CO-CREATION STRATEGY AND BUSINESS MODEL INNOVATION

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Abstract: Industry 4.0 is the conceptual era where Internet and digital technology becomes an enabler for innovation and transformation. Digital transformations are required by Telecommunication firms to transform their portfolio beyond the pipeline to close the gap in business model innovations, redefine customer engagement and co-creation, and set up new distinctive organization capabilities. This paper has the objective to develop a digital transformation model by assessing the mediating role of co-creation strategy on the relationship between distinctive organizational capability and business model innovation. The units of analysis are Indonesian telecommunication firms, using a sample of 35 out of 445 telecommunication firms. The analytical approach used for analysis is Smart Partial Least Square (PLS). The study results reveal that distinctive organizational capability has an indirect effect on business model innovation, but direct effect to co-creation strategy.

Key words: Industry 4.0, Distinctive Organizational Capabilities, Co-creation Strategy, Business Model Innovation

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Introduction

Industry 4.0 is defined as the conceptual era (Pink, 2005), where digital technology creates a certain paradox between the opportunity to generate revenue with new business models and cost efficiency from the whole digitization process (Kagermann, 2015). In the digital era, innovation, collaboration, integration and interoperability are key factors to the success of firms (Kiel et al., 2017). Those factors driving digital transformation are important, especially for incumbent firms that require portfolio transformation. The transformation requires distinctive capabilities compared to other firms by redefining customer engagements and assess the customer capabilities for co-creation. Co-creation will also accelerate and enable incumbent firms to transform the business to be more innovative, standardized, modular, interoperable, decentralized, and service-oriented (Ibarra et al., 2018). Co-creation is also important in business model innovations since the combination of capabilities between firms and partners could create valuable business model innovations (Amit and Zott, 2012; Zott and Amit, 2017).

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However, studies on the effects of co-creation on the relationship between business model innovations and other related variable such as organization capability is still very limited (Coombes and Nicholson, 2013) especially in telco industry like Indonesia that in early stage of digital development (Das et al., 2016), hence this paper's aim to cover the intervening role of co-creation strategy on the relationship between business model innovation and distinctive organization capability. The study is expected to contribute to the practice of management of incumbent firms in managing digital transformation and contribute to the academics in finding the proper path analysis for the transformation. The paper will start with an introduction, thus exploring literature review, result and discussion. Last, it will also cover the conclusion, limitation, and future research.

Literature Review

Distinctive Organization Capability

The grounded theory is the Resources-Based View (RBV) with the concept of formulated in strategic action (Hubbard and Beamish, 2011). Distinctive organization capabilities can be explained as a product management process with diverse and unique characteristics with a knowledge and routine behavior compared to competitors in a competitive market to become knowledge and distinct behavior (Hitt et al., 2015).

In digital transformation, leadership is a key factor to strengthen knowledge and innovation. It is formulated from people competence and the digital culture (Wasono and Furinto, 2018) and depend on senior management (Raisiene, 2014). The speed and agility of decision-making drives distinct capability through the digitization process. Governance is also needed to anticipate the changes within the industry and a turbulent ecosystem. This study measures distinctive organization capabilities using the dimensions of digital leadership, digital culture, digital agility, and governance.

Co-Creation Strategy

Collaboration with customers is the basis of co-creation. It actively involves end-users and other relevant parties in the full development process (Prahalad and Ramaswamy, 2000). Traditional management views the customers and partners as outside of value chain while in a modern company, consumers are an integral part of the system. The new paradigm drives the changing of customer role, providing customers with more involvement in the value chain and business activities.

At a strategic level, co-creation can be utilized as a strategy to transform value propositions by working closely with customers and other related parties. Co-creation itself is a new source of value (Kambil et al., 1999). In this paper, the extended concept of value creation is driven from a marketing co-creation concept based on the new 7S McKinsey framework (D'Aveni and Gunther, 1994) and the value chain will place co-creation as part of the business strategy. In the new 7S McKinsey, the strategy is divided into 3 categories: vision, capability and tactical,

hence the construction of co-creation will be co-creation vision, capability and tactical.

Business Model Innovation

Business model innovation describes how an organization could create, deliver and capture value. Business models are a broad range used in the value chain of business including in the business process (Frankenberger et al., 2013). Those are a part of implementation strategy in the context of sustainability (Massa and Tucci, 2014), and part of digital transformation (Li, 2018), it defined as a new holistic, integrated and systematic way for organizations to provide the operation of innovations in order to create value in a dynamic environment (Zott and Amit, 2017). This study uses the dimensions referred to by Amit and Zott, since they provided a holistic definition, hence the dimensions consists of structure, content, and governance innovation.

Hypothesis Development

Organization capabilities are related to the internal capabilities to do collaboration (Gurtner and Reinhardt, 2016). This also occurs in a supply chain where the internal capabilities significantly influence the collaboration with partners to co-create value (Wu et al., 2011). Hypothesis is formulated as follows:

Hypothesis 1: Distinctive organizational capability has significant influence on co-creation strategy in the Indonesian telecommunication industry.

Distinctive organization capability is important in driving a business model innovation, due to leadership (Schweitzer, 2014) as well as innovation management and organization (Kuznetsov, 2014). An empirical study shows that an organization’s capability supports the innovation (Hurley and Hult, 1998). Hence, it can be concluded as following:

Hypothesis 2: Distinctive organizational capability has significant influence on business model innovation in the Indonesian telecommunication industry.

Akram (Akram, 2013) pointed out that the design of a platform is important for collaboration to leverage the innovation. The effectiveness of a business model in value co-creation fits between all business model elements, external partners and customers’ business models (Nenonen and Storbacka, 2009). The development of business models is part of sustainability in the context co-creation with society (Boons et al., 2013). The hypothesis is formulated as follow:

Hypothesis 3: Co-creation strategy has significant influence on business model innovation in the Indonesian telecommunication industry.

Hence, Figure 1 below demonstrates the current research model.

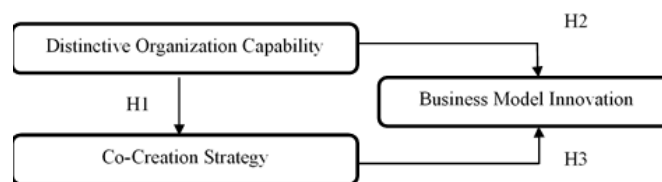


Figure 1. Research Model

Methodology

This study employed quantitative research through a survey using questionnaire taken in the period of June until August 2018. The units of analysis in this study are telecommunication firms in Indonesia (management as the observed unit). The target population is made up of 445 companies. The sampling method used is purposive sampling. The recommended sample size is 33 respondents for the model with an endogenous construct has 2 arrows directed, 5% Probability error, 80% statistical power and minimum $R^2 = 0.25$. The sample size in this research is made up of 35 firms. 95% who has asset more than 50 million USD and has been established more than 5 years. The Sample represented by senior leaders (GM level and higher) from each respective firm. 66% respondents come from network provider, while 17% from service providers and partners respectively. Data were collected via self-assessment through an online questionnaire. The statistical tool of analysis is Smart PLS. The following table explains how the variables derived into indicators and items in questionnaire.

Table 1. Variable Operationalization

Indicators	Item in Questionnaire	Source
Business Model Innovation		
Content Innovation	1. Product / services features innovation 2. Level of content innovation acceleration 3. Level of content innovation to collaborate	(Tidd and Bessant, 2015)
Structure Innovation	1. Business Scheme of Innovation 2. Level of integration with enterprise existing asset 3. Role of Human capital, R& D and IT operational	(Amit and Zott, 2001, 2010)
Governance Innovation	1. Data and information governance 2. Level of regulatory capacity development	(Amit and Zott, 2001, 2010)
Co-Creation Strategy		
Co-Creation Vision	1. Level of framework development to anticipate stakeholder's concerns for entity exchange 2. Level of framework development to anticipate concerns for interoperability within the company	(Frow et al., 2015; Kambil et al., 1999)
Co-Creation Capability	1. Company ability to reinforce internal collaboration within the company, & partners 2. Level of real time learning implementation	(Payne et al., 2008; Romero and Molina, 2009)
Co-creation Tactical	1. Level of design collaboration 2. Level of production collaboration 3. Level of promotion collaboration	(Frow et al., 2015)
Distinctive Organizational Capability		
Digital Leadership	1. Leaders capability to develop organization vision 2. Leaders capability to simplify and integrate 3. Leaders capability to develop customer focus in terms of IT, and develop customer engagement	(Wasono and Furinto, 2018)
Digital Culture	1. Management ability to orchestrate transformation 2. Employee credibility	(Rudito et al., 2017)

Indicators	Item in Questionnaire	Source
	3. Profitability of digital capabilities	
Digital Agility	1. Management ability to direct digitalization 2. Management ability to implement agile operation 3. Management ability to integrate digital channel	(Saputra et al., 2018)
Governance	1. Level of corporate governance implementation 2. Transparency	(Jacobi and Brenner, 2017)

Result and Discussion

Evaluation of Measurement (Outer Model)

The evaluation uses criteria of convergent validity where Average Variance Extracted (AVE) > 0.5, Cronbach alpha > 0.6, and composite reliability > 0.7. Table 2 shown all result above threshold indicates research variables have good reliability

Table 2. Construct Validity and Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Business Model Innovation	0.942	0.951	0.953	0.720
Content Innovation	0.956	0.959	0.971	0.919
Structure Innovation	0.809	0.855	0.889	0.731
Governance Innovation	0.816	0.831	0.915	0.843
Co-Creation Strategy	0.908	0.916	0.927	0.647
Co-creation Tactical	0.874	0.878	0.923	0.799
Co-creation Vision	0.950	0.951	0.975	0.952
Co-creation capability	0.757	0.762	0.891	0.804
Distinctive Organization Capability	0.918	0.923	0.932	0.581
Digital Leadership	0.729	0.736	0.880	0.786
Digital Culture	0.809	0.814	0.889	0.728
Digital Agility	0.840	0.841	0.904	0.758
Governance	0.821	0.857	0.917	0.846

The discriminant validity to measure all variable are unrelated where the result of the diagonal bold numbers is bigger than the horizontally listed numbers. Table 3 shows that all dimensions have good discriminant validity.

Table 3. Discriminant Validity

No	Dimensions	1	2	3
1	Business Model Innovation	0.849		
2	Co-Creation Strategy	0.804	0.886	
3	Distinctive Organization Capability	0.705	0.690	0.748

Table 4. Outer Path Analysis

	Path	Standard Dev	T Statistics	P Values	Result
CC1 <- Co-creation capability	0.907	0.061	14.816	0.000	Valid
CC2 <- Co-creation capability	0.886	0.136	6.520	0.000	Valid
CI1 <- Content Innovation	0.949	0.038	24.681	0.000	Valid
CI2 <- Content Innovation	0.964	0.017	55.208	0.000	Valid
CI3 <- Content Innovation	0.963	0.023	41.012	0.000	Valid
CT1 <- Co-creation Tactical	0.901	0.074	12.243	0.000	Valid
CT2 <- Co-creation Tactical	0.940	0.047	19.820	0.000	Valid
CT3 <- Co-creation Tactical	0.838	0.065	12.902	0.000	Valid
CV1 <- Co-creation Vision	0.975	0.046	21.211	0.000	Valid
CV2 <- Co-creation Vision	0.977	0.045	21.717	0.000	Valid
DA1 <- Digital Agility	0.858	0.083	10.365	0.000	Valid
DA2 <- Digital Agility	0.886	0.036	24.379	0.000	Valid
DA3 <- Digital Agility	0.867	0.050	17.433	0.000	Valid
DC1 <- Digital Culture	0.891	0.039	22.802	0.000	Valid
DC2 <- Digital Culture	0.899	0.041	22.046	0.000	Valid
DC3 <- Digital Culture	0.761	0.085	8.960	0.000	Valid
DV1 <- Digital Leadership	0.716	0.122	5.889	0.000	Valid
DV2 <- Digital Leadership	0.920	0.033	28.300	0.000	Valid
DV3<--Digital Leadership	0.702	0.156	4.500	0.000	Valid
Gov1 <- Governance	0.941	0.021	45.638	0.000	Valid
Gov2 <- Governance	0.898	0.085	10.548	0.000	Valid
Gove1 <- Governance Innov	0.904	0.037	24.370	0.000	Valid
Gove2 <- Governance Innov	0.932	0.023	41.257	0.000	Valid
SI1 <- Structure Innovation	0.921	0.044	20.695	0.000	Valid
SI2 <- Structure Innovation	0.935	0.031	29.790	0.000	Valid
SI3<- Structure Innovation	0.685	0.112	6.142	0.000	Valid

Outer path analysis to measure all indicator is valid. Table 4 shows with confidence level of 95% all constructs have a path coefficient score with t-statistics >1.96 and p-value = 0.000 <0.05, which means that all indicator is valid

Structural Model (Inner Model)

The blindfolding score results, Q2 was obtained for co-creation strategy = 0.228 and business model innovation = 0.491. If Q2 >0, it indicates that the structural model has adequate predictive relevance. Hence, the model illustrated in Figure 2 is robust and hypothesis testing can be done.

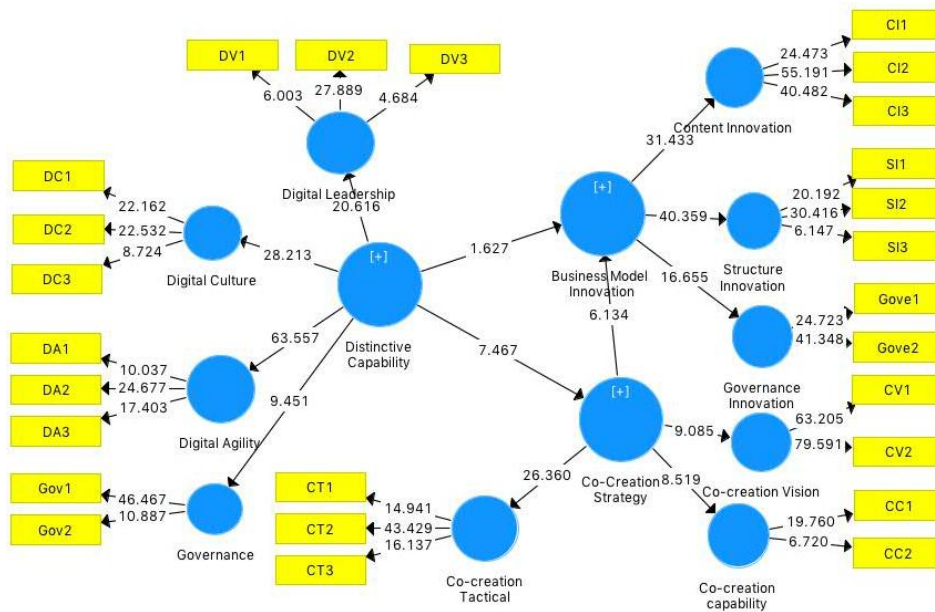


Figure 2. Structural Model Result

Hypothesis Testing

Table 5. Testing of Hypothesis

	Path Analysis	Path	T Statistics	P Values	Result
Partial Test					
H1	Distinctive Organizational Capability -> Co-creation Strategy	0.690	7.238	0.000	Supported
H2	Distinctive Organizational Capability -> Business Model Innovation	0.178	1.666	0.096	Not Supported
H3	Co-creation Strategy → Business Model Innovation	0.764	6.295	0.000	Supported
Simultaneous Test					
H3	Distinctive Organizational Capability -> Co-Creation Strategy -> Business Model Innovation	0.527	4.526	0.000	Supported

Table 5 shows in partially, the direct effect test shows that the relationship between distinctive organizational capability and co-creation strategy, and the relationship between co-creation and business innovation, both has a path coefficient score of >0.6 with t-statistics >1.96 and p-value <0.05. This means that H₀ is rejected and H₁ is accepted. This proves that distinctive organizational capability has significant impact on co-creation strategy and co-creation strategy has a significant impact on

business model innovation, while the distinctive organizational capability has no significant impact on business model innovation based upon this partial test. In indirect effect test shows that the mediating role of co-creation has result that co-creation has supportive impact as a mediating role on relationship between business model innovation and distinctive organizational capability.

Discussion

The results shown in Table 4 are aligned with the study conducted by Wu et al., (2011) where distinctive organizational capability has an influence on co-creation strategy. Digital agility and digital culture also bring significant value to distinctive capability followed by digital leadership and governance. This finding supports Rudito and Sinaga (2017), who found that digital culture is the antecedent in digital leadership. Co-creation strategy is formulated by dominant co-creation tactics and co-creation vision followed by co-creation capability, while business model innovation is dominantly driven by content innovation and structure innovation followed by governance innovation. These findings indicate that in term of co-creation value, the deliverable through co-creation tactics and innovation of business models in content and context are important for incumbent firms to ensure that digital transformation is aligned with management vision and strategy. Other results of the path analysis show that the role of co-creation as a mediating variable on the relationship between business model innovation and distinctive organizational capability, since the digital environment has changed, forcing the incumbent firms to speed up and catch up with the market through co-creation with its customers.

Findings of the study support the Digital Transformation Model based on Mader's Framework is illustrated in Figure 3 (Mader, 2012). Digital transformation reflects management leadership and vision in transforming leadership from transactional leadership into a more transformational and digital-lead leadership. The leadership and vision will drive the development of distinctive organizational capabilities from capabilities in the information age into digital innovation capabilities. Co-creation strategy based on distinct organizational capability and customer experience at a customer advocacy level could drive the business model innovation up to the level of digital trans-disciplinary business model innovation where the business model is developed based on co-creation value across disciplines throughout the industry.

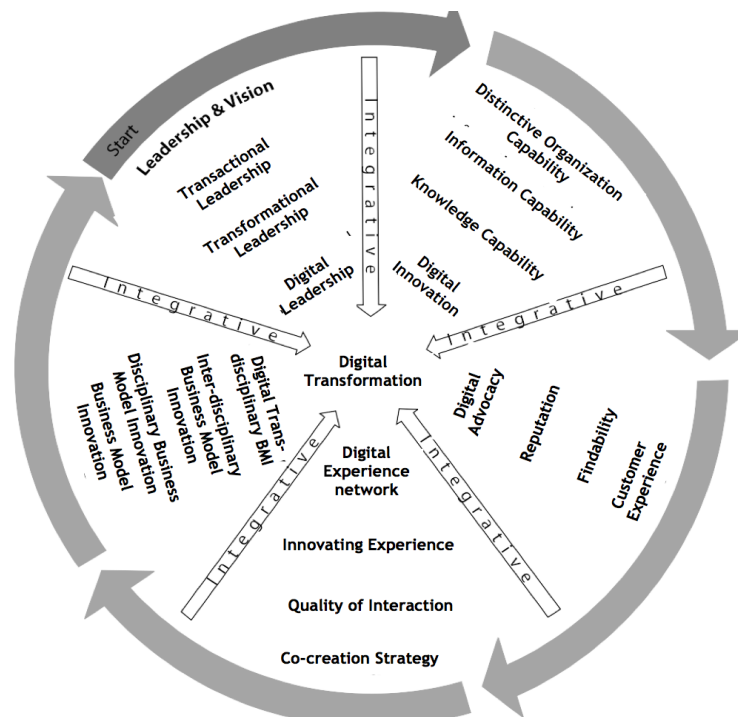


Figure 3. Digital Transformation Model (Mader, 2012)

Conclusion

Distinctive Organization capability has indirect influence on business model innovation, while Co-creation strategy is a mediating role in the relationship of business model innovation and distinctive organizational capability. Through co-creation path development, incumbent firms could optimize their distinctive capabilities to create business model innovations. These findings have practical implications for the management in facing digital transformation in industry 4.0, in which the development of business model innovation based on optimizing strong distinctive organizational capability combines with the co-creation strategy with customers and other parties rather than through a direct relationship.

This study is an exploratory research that aims to explore the transformation model, hence it has limitation in term of sample, method and time. For the future research, this study suggests some recommendations, such as: (1) using more variable for better modelling (2) a larger size of sample, and better for statistical analysis and application (3) using better probabilistic sampling methods (4) Longitudinal research should also be explored.

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ROLA WYRÓŻNIAJĄCEGO SIĘ ROZWOJU ORGANIZACYJNEGO W FORMUŁOWANIU STRATEGII WSPÓŁTWORZENIA I INNOWACJI MODELU BIZNESOWEGO

Streszczenie: Przemysł 4.0 to epoka conceptualna, w której technologia internetowa i cyfrowa staje się czynnikiem sprzyjającym innowacjom i transformacji. Cyfrowe transformacje są wymagane przez firmy telekomunikacyjne, aby przekształcić swoje portfolio poza fazę przygotowań, by wypełnić lukę w innowacjach modeli biznesowych, zdefiniować na nowo zaangażowanie klienta oraz ustanowić nowe, wyróżniające się możliwości organizacyjne. Celem tego artykułu jest opracowanie modelu transformacji cyfrowej poprzez ocenę pośredniczącej roli strategii współtworzenia w odniesieniu do relacji między wyróżniającą się zdolnością organizacyjną a innowacją modelu biznesowego. Jednostkami analitycznymi są indonezyjskie firmy telekomunikacyjne, na próbie 35 spośród 445 firm telekomunikacyjnych. Podejście analityczne zastosowane do

analizy to metoda Inteligentny najmniejszy kwadrat (PLS). Wyniki badania pokazują, że wyraźne zdolności organizacyjne mają pośredni wpływ na innowacje w modelu biznesowym, ale mają bezpośredni wpływ na strategię współtworzenia.

Słowa kluczowe: Przemysł 4.0, Wyróżniające się możliwości organizacyjne, Strategia współtworzenia, Innowacja modelu biznesowego.

独特的组织能力在制定共同创造战略和商业模式创新中的作用

摘要:工业4.0是互联网和数字技术成为创新和转型的推动者的概念时代。电信公司需要进行数字化转型,以便将其产品组合转变为管道之外的产品,以缩小商业模式创新的空白,重新定义客户参与和共同创造,并建立新的独特组织能力。本文的目标是通过评估共同创造战略在独特组织能力与商业模式创新之间关系中的中介作用来开发数字化转型模型。分析单位是印度尼西亚电信公司,使用了445家电信公司中的35家。

用于分析的分析方法是Smart Partial Least

Square (PLS)。研究结果表明,独特的组织能力对商业模式创新具有间接影响,但对共同创造战略有直接影响。

关键词:工业4.0, 独特的组织能力, 共同创造战略, 商业模式创新。