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BUSINESS MODEL AS DETERMINANT OF BEHAVIORAL STRATEGY

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Purpose: The purpose of this article is to answer two research questions. The first is: what is the relationship between the business model and the behavioral strategy of companies? The second is: how does the business model determine behavioral strategy?
Methodology: The research method of the literature review involved three stages. Stage one consisted of analyzing articles retrieved from Web of Science, Scopus and Google Scholar. Key words typed into the search engine were helpful in selecting articles. The following keywords were used: creative thinking, strategic thinking, business model, business model innovation, competitive strategy, behavioral strategy, organizational intelligence, strategic intelligence, intelligent organization. Stage two involved reviewing the selected articles. Stage three involved analyzing and synthesizing the content of the previously selected publications. In the end, a total of 125 selected articles in Polish and English were analyzed, of which 42 literature items were used in the article in the form of citations and references.
Findings: The research confirmed the view that strategy and business model complement each other. Through feedback, they are interdependent on each other and coevolve. The business model is one of the determinants strongly influencing the shape of strategy.
Research limitation: The research used a reductionist approach, and therefore ignored numerous other contextual determinants of behavioral strategy. The research focused only on the business model as a determinant of behavioral strategy and on the feedbacks occurring between the studied elements of the concept.
Originality/value: The originality of the concept is reflected in its dynamic nature. The dependency analysis is set in a broader context that includes organizational intelligence and intelligent market behavior of enterprises. The concept is valuable because it takes a dynamic approach to clarifying the issue of the business model as a determinant of strategy. A cognitively interesting study could provide an answer to the question: what types of business models are the highest basis for building competitive advantage as one of the elements of strategy.

Keywords: business model, behavioral strategy, organizational intelligence, competitive advantage.

Category of the paper: conceptual paper.

1. Introduction

In the literature and practice of strategic management, the terms business model and strategy are fuzzy. *Strategy refers to the management of a company's creation of sustainable competitive advantage, is the sum of strategic choices and a mix of deliberate actions, tactical and organizational responses, and organizational learning processes* (Magretta, 2002, p. 27). A business model is a logical conception of how a company operates to satisfy the customer needs. In other words, because a business model is abstract and a simplified view of a company's strategy, it can only be used for one organization. But a company's strategy can use different business models (Teece, 2010).

The business model provides the key details of the company's value proposition for the various stakeholders and the system of activities that the company uses to create and deliver value to its customers. A business model can be defined as an abstract concept of some aspect of a company's strategy. However, unlike strategy, business models do not take into account a company's competitive position and market advantages (Osterwalder, 2004).

Business models are only the core of the logic of value creation, not its strategic implementation (Magretta, 2002; Seddon, Lewis, 2003). In many academic studies, business strategy concepts are discussed in relation to business models. At first, business models were seen as product-market strategies. In later articles, there is a growing consensus that a business model is a construct different from a strategy. (Westerveld, Field, et al., 2023).

Although the term business model has gained prominence in the last decade, the term this one has been part of business jargon for a long time, dating back to the writings of P. Drucker. There is no universally accepted definition of a business model. Magretta (2002) defines business models as logics that explain how businesses operate, and follows P. Drucker in defining a good business model as one that provides answers to the following questions: "Who is the customer and what does the customer value?" and "What is the underlying business logic that explains how to deliver value to customers at an appropriate cost? The business model refers to how an organization makes money, i.e. how it identifies and creates value for customers and how it captures some of that value as its profit (Osterwalder, Pigneur, 2010). The activity systems themselves capture the essence of business models very well.

"Business model" and "strategy" fall into the category of extremely vague terms in the field of management science. Often their conceptual scope is so broad that they seem to mean "everything," which consequently limits their practical usefulness. The lack of clear distinction between these terms means that they often - for many authors - mean almost the same thing. (Casadesus-Masanell, Ricart, 2010).

An analysis of the literature on the subject does not provide a unified view.

On the contrary, the views in the literature on the place and role of the business model in strategy and strategic management are often mutually exclude itself. The range of views on this issue is very wide, from the claim that strategy is an overriding concept vis-à-vis the business model, to the opposite extreme of views in which the business model determines strategy.

Many intermediate views can be found throughout this space. Spanning views is very high, largely due to the relatively young age of the business model concept (Wierzbinski, 2015).

The following views on the relationship between strategy and business model can be found in the literature:

1. Strategy and business model are synonymous terms.
2. The strategy is contained in the business model.
3. The business model is contained in the strategy.
4. Business model and strategy are disconnected concepts.
5. The business model and strategy have a common part.
6. The business model and strategy are complementary (Teece, 2010).

The state of knowledge presented on the subject therefore requires some synthesis.

In the literature of recent years, the approach according to the to which the strategy has a dynamic, long-term dimension, while the business model is its static expression. The strategy is oriented towards competitors and the environment while the business model focuses on the search for business opportunities. The core of the strategy is to build dynamic competencies to respond effectively to changes in the environment. The business model, in turn, is a kind of representation of the adopted strategy. The effectiveness of the company's operation is, in this view, a function of the characteristics of the implemented business model and its compatibility with the strategy. In view of the multiplicity of definitions and interpretations of the two categories discussed, it is advisable to continue the discussion of the conceptual scope of business models and strategy. However, in the context of its course so far, the possibility of reaching a consensus in the scientific community should be questioned. Regardless of the resolution of this "dilemma," it is and will be expedient to analyze individual case studies documenting the successes and failures of specific companies, regardless of whether the phraseology describing these cases will include "strategies" or "business models" (Rudny, 2014, pp. 213-224).

Whenever a new enterprise is created, it acts directly or indirectly based on a specific business model.

According to a literature review conducted by Zott and Amit (2008), there is a consensus on some of the fundamental issues of research on innovative business models. Scholars seem to agree that a business model is not only a technological and organizational facilitator, but can itself become an agent of strategic innovation, share and leverage resources such as knowledge, managerial and entrepreneurial skills, or enable the reconfiguration of the underlying value chain or value network (Drzewiecki 2016).

Other researchers say that business model innovation is a key tool for creating a competitive advantage in a competitive market (Natasha, Shahid, 2021, pp. 447-491). Innovation of a company's business concept creates internal competition of alternatives to the existing business model. This not only helps the company in the development of new products and research and development, but also in its ability to react fastly to competitor product developments and breakthrough innovations that enable product development inside or outside its own sector (Johnson, Christiansen, Kagermainn, 2008).

The process of innovation in a company's business concept is an essential tool for changing the business model to better fit, for example, the changed needs of customers. User-driven innovation plays a large role in this process. The innovative business model has a direct impact on strategy transformation, but the reverse also occurs (Holstrom, 2022, pp. 550-562; Braun et al., 2019, pp. 39-45).

Issues related to the design of an innovative business model lie at the heart of the the foundation of the fundamental question asked by business strategists: how to build a sustainable competitive advantage for above-average profits? In this case, business pioneers must excel not only in product innovation, but also in business model design, understanding business design options, as well as customer needs and technological trajectories for success. Developing a successful business model is not enough to provide a competitive advantage. Business model innovation can itself be a way to competitive advantage if the model is sufficiently different from that of competitors and difficult to replicate (Santos, Spector, Van der Heyden, 2009).

The search for profit by companies, operating in a competitive environment will lead to satisfying diverse consumer needs by constantly creating and presenting new value propositions to the consumer.

Business model change (revolutionary or evolutionary) is often forced technological innovations that create the need for market changes and better opportunities to meet customer needs. At the same time, new business models can themselves be a form of innovation that guarantees a relatively sustainable competitive advantage (Bansal, Balodi t. al., 2022).

Once a business model is implemented, its elements are often quite transparent and (in principle) easy to imitate. Technological innovation does not automatically guarantee business success. Good business model design and implementation, combined with careful strategic analysis, are essential for technological innovation to succeed not only technically, but also commercially.

Designing an innovative business model requires creativity, insight and a lots of information and data about customers, competitors and suppliers (the use of organizational intelligence). The business model is a makeshift component of the strategy and is likely to be replaced over time by an improved model that uses innovative technologies or organizational innovations.

The business model must be more than just a good, logical way to conducting business. It must be tailored to the market to meet specific customer needs. It must also be impossible for competitors to imitate in certain way.

In view of the fact that there are different views in the literature on the relationship between the business model and corporate strategy, it is worth presenting a concept that will be a different, synthesizing voice in the discussion.

The author's view is that business model and strategy are separate concepts but complementary and are dependent on each other. It will be attempt to answer the question to what extent the business model determines the strategy and how the implemented strategy (through feedback), influences the shape of the business model.

2. Reductionist concept of the relationship between business model and behavioral strategy

The starting point of the article is the concept of the business model as a determinant of the behavioral strategy in a process approach. The various elements of the concept will be discussed sequentially in the following sections of the article. The contextual relationship occurring between the business model and the behavioral strategy is presented in Fig. 1. The concept is hypothetical in nature. It is formed by a string of thought depicting the successive phases of the process taking place, together with feedbacks. The feedbacks make the analyzed concept dynamic in nature.

The starting element of the concept is organizational intelligence. Organizational intelligence like strategic intelligence applies to both the main strategists of the enterprise and the entire intelligent organization. Enterprise innovation can be understood as a set of non-standard operating rules and applies not only to the strategy and business model itself, but especially to technological, product, marketing and organizational innovations. Enterprise innovation has a direct impact on the enterprise's innovative business model and indirectly on behavioral strategy. The implementation of enterprise strategy, on the other hand, determines the organization's intelligent market behavior.

The feedback loop that exists between the strategy and the business model points to the the interdependence of these two model elements. According to a recent empirical study, the correlation between business model and strategy was as high as 87.886% (Novidia et al., 2022). In addition, organizational intelligence as shown in the presented concept has a direct impact on the business model and an indirect impact on enterprise strategy. Enterprise strategy directly affects the level of intelligent market behavior. The intelligent market behavior of an enterprise is considered in relation to current and potential competition.

Feedback occurring between intelligent market behavior enterprises and organizational intelligence points to the strengthening of the process of acquiring, recognizing and assimilating key information in the context of making optimal strategic decisions. This includes the process of organizational learning from the experience.

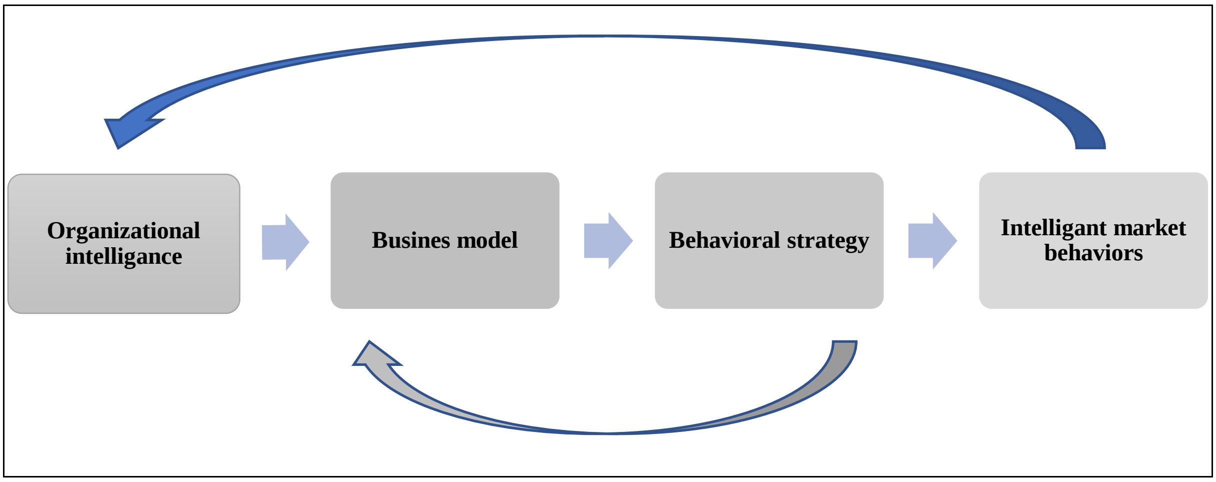

Figure 1. Concept of the relationship between business model and behavioral strategy.

Source: own study.

As the concept of the business model as a determinant of behavioral strategy presented, the intelligent market behavior of the enterprise, through feedback, directly shapes the level of organizational intelligence, through the experience gained and the process of organizational learning. An increase in the level of organizational intelligence can lead to a modification of the existing strategic thinking.

The concept presented will be useful in answering the research questions posed and will allow verification of the thesis of the interdependence of the business model and corporate strategy.

3. Organizational intelligence

Organizational intelligence (OI) was originally defined in the context of acquiring, processing and communicating information needed for decision-making. This original conception attributed the lack of success of enterprises to fossilized business logic and organizational culture. which, in place of openness, transparency, unleashing human potential and strengthening bottom up initiatives, create barriers to strategic change.

Organizational intelligence can be understood as:

1. Material for making sense of signals from the environment and making decisions based on available information.
2. Different types of expertise needed for organizational decision-making.
3. A set of processes directed at obtaining and using information throughout an organization.
4. A strategic capability that allows a company to operate effectively in a turbulent environment.

While in the traditional sense, organizational intelligence directed attention to the analysis of the information and data to make the right decisions, so later concepts questioned rational choices. The limitation of rational calculation prompted the development of organizational learning as the basis of organizational intelligence opposite management based on hard data and analysis The intelligent enterprise was also defined through the lens of managing and coordinating information to develop organizational intellect responsive to customer needs. In this perspective, the growth of a intelligent enterprise depends on: developing and using intellectual resources in place of tangible ones, focusing attention on key activities in the value chain that are knowledge-based and oriented to the needs of stakeholders, especially target users such as customers.

The term organizational intelligence is also defined as the ability to deal with complexity of the environment by capturing meaning from market signals. The level of this ability, called the organizational intelligence quotient, depends on access to knowledge and information, the ability to integrate and share information, and the ability to isolate or extract meaning from large amounts of data. Finally, organizational intelligence is the totality of problem-solving behaviors to achieve success, based not only on existing knowledge, but also creating new knowledge - due to the emergence of new problems, situations and experiences (Dyduch, 2013).

Organizational intelligence can be seen as the ability to maintain adaptive, responding to the changing business ecosystem. An intelligent organization promotes the development of tacit knowledge to revitalize creativity, uses explicit knowledge to increase efficiency, and identifies tacit knowledge that is in the background of knowledge management processes. As a result, an intelligent organization accumulates meta-knowledge, used for the creation, integration and use of intangible resources which translates into its uniqueness (Tabaczewska, 2004). Organizational intelligence corresponds to the strategic intelligence of the enterprise and the strategic thinking process.

The starting point in the concept presented is precisely organizational intelligence, which directly affects the construction of the business model. Knowledge of the environment and, in particular, of the competition and the applicability of available technologies determines decisions on possible business model options. Since the business model will be implemented as a determinant of strategy, strategic thinking in the context of the company's existing information and knowledge plays an important role alongside organizational intelligence. The feedback of organizational intelligence with intelligent market behavior strengthens the enterprise's knowledge of the strengths and weaknesses of the applied business model and strategic behavior. In this way, the enterprise gathers new experience that allows it to correct the way it delivers customer value and also to modify market behavior resulting from the application of the existing market strategy.

4. Business model and behavioral strategy

According to a relatively large group of academics, there is a view that strategy and models business complement each other. (Zott, Amit, 2008). In addition, strategy is considered as an intermediary concept between a company's business model and its environment (Mansfield, Fourie, 2004). A company with an innovative strategy coupled with an innovative business model has a good chance of success (Mansfield, Fourie, 2004; Encore, 2013).

A natural question arises regarding the relationship occurring between the business model and strategy. On scientific grounds, it is important to resolve the differences between these concepts and determine the relationship that exists between them. Resolving this problem requires, in addition to defining the business model, also defining the essence of strategy (Bilton, Cummings, 2010). Strategy undoubtedly expresses the desired position of the enterprise in the future in the competitive environment in conjunction with the achievement of satisfactory financial results. Thus, strategy has a temporal dimension, it is developed for a specific period of time. The strategy outlines the boundaries of the company's activities (geographic areas, markets, products) and defines a bundle of the most important long-term goals, the achievement of which will ensure that the company takes the desired position in the competitive environment and generates satisfactory results financial (Wierzbinski, 2015, pp. 483-499) .

If we assume that the strategy defines the desired position of the company in its environment in the foreseeable future, as well as a bundle of the most important long-term goals to achieve this position and the means to achieve them, the business model is precisely the last mentioned determinant of the strategy, the means of implementing the strategy as a system of activities (Mansfield, Fourie, 2004).

The business model is therefore the most important way to achieve the goals long-term and the desired position of the enterprise in the environment in the future. The business model is one of the most important elements of an enterprise's strategic choice in this strategy implementation. In addition, the business model is a system that binds together the type of offerings aimed at a specific customer segment, the way sales revenue is achieved, the modification of the value chain, the use of resources, relations with external partners and the way the business is financed (Baden-Fuller, Morgan, 2010; Gassmann, Frankenberger, Csik, 2017).

The business model exhausts and replaces previous approaches to determining how to implementation of strategic goals, which also focused on defining the organizational structure, activities and allocating resources to achieve them. The advantage of the business model, however, is that it expands the palette of necessary elements needed to achieve strategic goals, and applies to them a systemic and holistic approach, which involves studying and determining the interrelationships between them. In the author's view, strategy takes precedence over the business model, and the model itself is complementary to strategy and is the object of strategic choice. In this view, the business model directly influences the shape of the strategy. The business model describes the way adopted at a given time to achieve the company's long-term goals. Long-term goals, on the other hand, have a definite time dimension - they should be achieved within a certain period of time, This does not mean, however, that the business model must be static throughout the period of implementation of the strategy. On the contrary, the business model needs to be adapted to the changing environment or fundamentally restructured in the event of a significant change that has occurred in the environment or within the company's structures (product innovations, technological innovations, new ways of doing things).

The business model must also evolve in the event of a redefinition of long-term goals. Thus, the following basic situations can be distinguished:

- strategic objectives remain unchanged, but some elements of the business model and the relationship between them must be adjusted as an expression of the need to adapt to changes in the environment,
- strategic goals remain unchanged, but the business model, including its components and the relationship between them, must undergo a fundamental reconstruction as a response to fundamental changes in the environment,
- strategic goals and business model must be fundamentally redefined in response to a break in some continuity in the business environment,
- strategic objectives and the business model must be fundamentally redefined in order to anticipate or create changes in the environment. The context outlined is essential for defining the place and role of the business model in strategy and strategic management (Wierzbinski, 2015, pp. 483-499).

Thus, the business model also evolves over time or is subject to a fundamental remodeling with changes in the company's environment and strategic goals (Amint, Zott, 2015). In many cases, the business model can anticipate or even shape certain changes in the environment. In this situation, we can talk about business model innovations, which have recently become more important for achieving competitive advantage than product innovations. Changes made to business models should be defined in such a way that it is possible to achieve corporate goals, including gaining a competitive advantage (which is crucial for strategy design) in particular markets (Amit, Zott, 2010). In some cases, a company may operate under two business models simultaneously. This type of situation occurs when a given business in a given market can be conducted both in the traditional way and in the Internet space (Wierzbinski, 2015, pp. 483-499; Bigelow, Barney, 2021),

The results of a small number of studies suggest that there is a clear relationship between the innovative business models and the company's behavioral strategy. This fact becomes even more important as innovation is the basis of competitive advantage (Evens et al., 2019). Nowadays, there is also a view that the business model is rapidly replacing strategy as a key element in creating competitive advantage (Snihur, Eisenhardt, 2022). Generally speaking, the role of innovation in these business models is becoming increasingly important. Business management realizes that it creates long-term financial benefits and strengthens the competitive position. Companies that want to innovate in the marketplace must first understand that they are innovating through their current or future business model and strategy. Using a holistic approach to strategy, the following elements can be distinguished: corporate mission, strategic goals, functional programs of action, market domain, resource domain, sector logic, competitive advantage and business model.

As can be seen, each business model influences three elements of strategy: competitive advantage, sector logic and market domain. A company's strategy can be shaped by the evolution of the business model, including the activity system.

Now let's look at the classification of behavioral strategies in the context of the strategies used business models.

Four typical behavioral strategies can be distinguished in strategic management Which are used by companies competing in the sector. Fig. 2 shows the types of companies with different types of strategic behavior in the sector.

		Nature of sectoral changes	
		Continuous	Discontinuous
Company impact on the scope of changes	Huge	Rule makers	Rule breakers
	Little	Rule takers	Rule mistakers

Figure 2. Types of behavioral strategies in the sector.

Source: own study.

Companies that break the existing rules of the game (*Rule breakers*) use proactive strategies. A proactive strategy involves anticipating the future and reacting to events in the environment before they happen. Often companies using this strategy, based on technological or organizational innovations, designate new paths for the development of the sector or market, changing the logic of operations. Innovations introduced to the market revolutionize the sector, as they are often groundbreaking. Often the innovations introduced are new to the world. A proactive strategy forces changes in the existing way of doing things, creating an innovative business model in this activity system.

Companies that set the rules of the game use active strategies (Rule makers).

Active strategy in its nature has anticipation of the future and active response to changes in the environment. It does not assume revolutionary changes in the market, but rather relatively continuous changes that can be adapted to on the basis of incremental movements. A proactive strategy is typical of companies that have created a sector, or market, dictate the rules of the market game and are not interested in revolutionary changes in the sector, on the contrary, they try to influence the stabilization of the environment and maintain a sustainable competitive advantage in the long term. They introduce innovations that improve the existing way of doing things. The proven business models of these companies are gradually evolving at the rate at which strategy is changing. Strategy may require different business model options.

Rule takers use reactive strategies. Reactive strategies represents action under pressure or is a series of internally inconsistent actions due to environmental pressures. A reactive strategy is characterized by a delayed reaction time and/or a relatively small range of adaptive changes. The longevity of the response usually prompts one to situate a reactive strategy among crisisogenic behaviors. Companies using this type of strategy usually try to adapt to the evolutionarily changing rules of the game in the sector. They copy the business models of their competitors in an effort to maintain their existing competitive position.

Rule Mistakers use critical strategies, Critical strategy involves the rapit changes or shock therapy usually when a company is struggling to survive in the market. Managers of such enterprises become victims of cognitive dissonance and do not accept the fact of the irreversibility of changes in the environment, or have an incorrect perception of reality. Moreover, as a result of negligence in the sphere of adaptive change, a strategic gap is created that is so large that its closure can only be done radically. Otherwise, such enterprises go bankrupt. The business models of these enterprises are not aligned with strategy and are neither consistent nor flexible.

Through the feedback loop between strategy and business model, the strategy can determine various business model options, testing their effectiveness through experimentation. The described anatomy of the sector indicates the relationship between strategies and business models.

The elements of the business model should not only form a logical, coherent whole, but also be aligned with behavioral strategy (Falencikowski, 2013; Nogalski, Szpitter, Jablonski, 2016), (Rybicki, Dobrowolska, 2017). In this sense, it is possible to speak of a kind of logic of the model, which can be treated as a market test of the functioning of the enterprise at any given time. Matching in terms of the organization's environment should take into account the timeliness of a given business model from the perspective of the situation that is taking place in the sector, the changes that are taking place in it, etc. (Morris, Schindehutte, Allen, 2005, p. 732).

The business model itself can be treated as a resource for the organization. In this sense it can be analyzed from the point of view of relevant criteria from the perspective of the resource school of strategic management. Particularly valuable, therefore, will be a unique, exceptional model that does not lend itself to easy copying. While the process of strategy formulation often proceeds in a formalized, analytical manner, the business model is very often the result of spontaneous action, has a strongly incremental character. Intuition and experience resulting from the learning of the organization and its members play a fundamental role in this process. The special importance of this dominant logic for the formulation of a business model is emphasized by many authors. Consequently, the business model, as a rule, is not formalized, unlike the strategy, which, especially in medium and large organizations, often takes the form of a formal document containing a set of goals, principles, rules of conduct, tools of competitive struggle, etc.

As H. Chesbrough and R. S. Rosenbloom point out, the business model can be treated more as an initial assumption about how to create and deliver a value proposition to the customer, rather than a fully formed, defined plan of action (Chesbrough, Rosenbloom, 2002, p. 533). The cited authors also list other differences between a business model and a strategy. The basic element of a business model is to determine how to create value for the buyer, the construction of the model focuses on the issue of delivering that value. In strategy, the focus remains on maintaining competitive advantage (Casandesus-Masanell, Zhu, 2013). Significant differences also relate to the issue of corporate finance. The business model not only often abstracts from the financial issues of a given venture, assuming that internal or external sources of financing are available.

Emphasis on issues related to value generation, creation of mechanisms of capturing and protecting profits means that the business model can be a kind of "test" for the survival and development of a given business. Both a business model and a strategy are planning tools, in particular - strategic planning (Westerweld et al., 2023). Tools of planning can be helpful (sometimes necessary) in the event of building a new venture, diversification of operations, decisions concerning the boundaries of the enterprise (e.g., with regard to outsourcing ventures), but should also be a response to changes in the economic environment of the organization. Both concepts are concerned with the long term, they contain a set of principles to be followed by managers, owners of a business, and although, as indicated earlier, the range of issues covered by these principles may vary, these rules determine the further actions necessary to run a business. Both the business model and the strategy are based on the same theoretical assumptions about organization and management. Such concepts as: "value chain", "competitive position of the organization", "boundaries of the enterprise", "resource approach" or "transaction cost economics" are common to strategy and business models in the sense that they provide the theoretical foundation for their formulation (Morris, Schindehutte, Allen, 2005, p. 728; Drzewiecki, 2011, pp. 335-344).

In conclusion, the thesis of the interdependence of strategy and business model has been confirmed.

The business model influences and consequently shapes the behavioral strategy and, conversely, the strategy shapes the possible business model options. Business model and strategy are distinct concepts that are complementary and interdependent (Lanzola, Markides, 2021, pp. 540-553).

5. Intelligent market behavior

Intelligent market behavior is characteristic of intelligent organizations.

Empirical research indicates that intelligent organization becomes a unique organization through a high degree of alignment between strategy, systems, structures, leadership style, and the skills and work styles of organizational participants, as well as shared values (7S Model). It's an organization that constantly reinvents the way it operates so that it doesn't stop at a state of satisfaction, which could become the beginning of the end (Dyduch, 2013).

Empirically exstract behaviors of intelligent organizations include:

1. proactivity - getting ahead of threats and drivers of change, looking for new and unusual solutions, proactively seeking high-potential opportunities, transcending the status quo in finding new opportunities for growth, taking action aimed at seizing opportunities;
2. innovation - transforming creative ideas into innovations, preparing new products and new services, focusing on new processes in the value chain that translate into value for end users, developing new technologies, orienting to continuous modernization of methods of operation, service delivery and introduction of new technologies;
3. risk-taking - taking risks in search of opportunities, making decisions with uncertain consequences, committing to large amounts of resources, making confident, bold decisions, entering new areas of activity;
4. flexibility in thinking and acting - flexible adaptation to changing conditions without looking at management practices used in the past, ability to adapt to a new situation, no resistance to change;
5. organization's strategy - incorporating creative processes into strategy, creative strategy, orienting strategy to innovation and entrepreneurship, orienting organization to challenge competition, orienting organization to autonomy and setting trends in the market;
6. opportunity-taking orientation - observing best practices in competitors, observing best practices in organizations around the world, imitating and creatively adapting competitors' solutions, taking opportunities regardless of what you have resources (Dyduch, 2013).

In addition, strategic thinking is mentioned. Strategic thinking - is a key element of organizational agility in a turbulent competitive environment. It is conceptualized as a mental process to analyze the environment after through observation and creativity. It should be holistic in nature. This type of thinking is aimed at developing the most important element of a company's strategy and that is permanent competitive advantage. Thus, organizations need leaders and employees with a high level of strategic thinking, i.e. competence sufficient to act effectively when unpredictable market events occur. Strategic thinking also involves staying ahead of competitors' movements by bringing innovations to the market, which are a source of competitive advantage as a basis for building strategy (Amit, Zott, 2015).

The strategic behaviors of intelligent organizations are the result of the strategic behaviors.

Strategies can be evaluated ex post in terms of their ability to use strategic intelligence and organizational intelligence.

Companies with varying levels of strategic intelligence and strategic thinking can be recognized by the behavioral strategies they use and the effects of their implementation in a particular business ecosystem. Intelligent strategic behavior is therefore the result of strategic decisions made by members of the organization.

According to Well (2014), the term strategic intelligence (Strategic IQ) - refers to the to both individuals and organization. Wells in his book Strategic IQ, Creating Smarter Corporation - relates strategic intelligence both to individual strategists at the highest level of corporate management, as well as to teams and the entire organization. However, the author does not define the term itself - strategic intelligence (Strategic IQ), but describes the market behavior and characteristics of companies with very high, high, medium and low levels of strategic intelligence (Wells, 2014) In this view, intelligent strategic actions of enterprises can be evaluated only after analyzing the effects of the realized strategy of the enterprise. It can be assumed that strategic intelligence is the ability to anticipate the states of the environment and make decisions that will result in the conscious use of opportunities and possessed resources to gain competitive advantage.

According to Wells' concept, companies with low strategic intelligence have The following characteristics: they have no awareness of the need for strategic action, they are unable to respond to strategic challenges, they duplicate strategic behavior from the past, they lack strategic competence, they outsource strategy development to consultants, they do not think strategically, but in the short term.

Companies with average strategic intelligence are those that: can assess their external environment through the lens of strategy and define the conditions for success in the long term, are able to assess their own strengths and limitations to see which opportunities they are best able to exploit, develop strategic thinking throughout the organization, are able to anticipate unexpected events and prepare for them, developing the ability to deal with what cannot be predicted. Executives are able to demonstrate strategic competence, an understanding of strategy and their own participation in its implementation.

Companies with high strategic intelligence are able to induce behaviors favorable to strategic change and strive for higher and higher long-term performance, are never satisfied with their current business model. are always striving to improve it, combine strategic thinking with action, and are able to monitor strategy implementation.

Companies with the highest level of strategic intelligence are characterized by the following characteristics: they have the ability to constantly change while shaping the environment for the benefit of future competitive advantage, they disperse strategic intelligence throughout the organization, they can shape the operating context in such a way that it is conducive to achieving competitive advantage. They are aware of the erosion of competitive advantage over time and can build a dynamic competitive advantage, they are ahead of the competition in terms of technological and product innovation, they use proactive strategies.

Wells points out what are the characteristics of intelligent actions of enterprises with different level of strategic intelligence and organizational intelligence.

Company strategists express the belief that knowledge is the main force that makes enterprises' ability to effective action.

They work to maintain the company's long-term competitive advantage by developing, accumulating and deploying highly competitive knowledge assets. They believe that consistent intelligent behavior provides competitive leadership and the ability to create value that could not be provided otherwise. Intelligent enterprise behavior according to the concept described influences of organizational intelligence through feedback.

Behavioral strategy provides deep insights into aspects of behavior cognitive related to the intelligent operation of the enterprise. The success of an enterprise depends directly on intelligent action that sets the enterprise apart from its competitors. Consistent intelligent behavior requires both individuals and organizations. Typical actions in this regard are:

- Showing behavioral traits that are effective and acceptable.
- Anticipating the actions of competitors.
- Creating the right attitudes and organizational culture.
- Generating innovative solutions.
- Making optimal decisions and implementing them.

In general, the intelligent behavior of a company comes from having a relevant assets (including organizational intelligence) and how they can be used in practice.

In summary, behavioral strategy also determines intelligent behavior enterprises in the market, or in the sector. Through feedback, intelligent strategic behavior is the basis for developing organizational intelligence as an intelligent enterprise. Experiences of intelligent behavior, or lack thereof, are a source for gaining important information about products, customers, competitors, building competitive advantage, the effects of strategy implementation and the effectiveness of business models. They are also an important part of the enterprise knowledge management process.

6. Summary and conclusion

The purpose of the article was to answer two research questions. The first was the following: what are the relationships between the business model and the behavioral strategy of companies? The second was: how does the business model determine behavioral strategy?

The article presents the business model as a determinant of behavioral strategy.

The relationships occurring between the business model and strategy are outlined in the context of organizational intelligence and intelligent market behavior of the enterprise. The feedbacks occurring between the various components of the concept simplistically explain the dynamics of the analyzed phenomenon.

The answer to the first question is as follows: the business model and strategy should be analized as separate concepts but complementary. In addition, they are complementary and interdependent.

The answer to the second question is as follows: in some extent, the business model influences the shape of the strategy mainly through the system of key activities, competitive advantage and market domain. The enterprise strategy determines the optimal business model in a given context, characterized by relative consistency and flexibility.

Organizational intelligence and strategy have a decisive impact on the formation of the innovative business models within intelligent organizations. A business model can also be an object of innovation and, for this reason, shape a company's competitive advantage, which is the essence of strategy.

Intelligent market behavior of enterprises through feedback influence the level of organizational intelligence through the gain of experience and the process of organizational learning. They enhance a company's innovation, including supporting the generation of innovative business models that are difficult for competitors to replication.

The strategy and business model according to the concept presented should undergo coevolution in order not to lead to the erosion of multidimensional competitive advantages in the long term.

The concept presented is based on the reductionist paradigm and represents a simplification of a complex process. It should be empirically verified.

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