

CUSTOMER EXPERIENCE AND ORGANIZATIONAL AGILITY DRIVEN BUSINESS MODEL INNOVATION TO SHAPE SUSTAINABLE DEVELOPMENT

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Abstract: This research aims to observe the digital transformation model of the relationship between transformational performance (TP) that linked towards sustainability to innovate and build business models. The current business model innovation generally fails to sufficiently embrace the sustainability dimension, especially in relation with organization agility and customer experience orientation. This paper assesses the relationship TP with business model innovation (BMI), organizational agility (OA), operational efficiency (OE), and customer experience orientation (CEO) in the Indonesian ICT Industry toward sustainability development. The study used purposive sampling using sample of 195 out of a population of 542. The collected data was then analyzed using Smart PLS. Findings of the study shows that OA has directly influence to TP while CEO and OA, has an indirect significant influence on TP through BMI, but OE has no direct and indirect influence on TP. Findings of the study has implications on strengthening the transformation model based on OA and CEO toward sustainability development, while OE is found as critical part in developing BMI.

Key words: transformational performance, business model innovation, organizational agility, operational efficiency, customer experience orientation, sustainability

DOI: 10.17512/pjms.2019.20.1.26

Article history:

Received September 15, 2019; *Revised* November 7, 2019; *Accepted* November 23, 2019

Introduction

Digital transformation has become a topic of discussion among firms to make it a top priority, especially in addressing sustainability challenges to bring great opportunity for supporting product and service delivery. Firms work intensively to reinvent their business models and integrate with digital technologies to stay competitive and profitable in a dynamic market environment. Customer experience, organizational agility and operational efficiency are the primary drivers that helps boost the digital transformation of organizations (Henriette et al., 2016; Rajiani et al., 2018, Kohli and Johnson, 2011).

Digital transformation requires an updated management capability, not only through the modernization of its process, but also the measurement of performance during the transformation also known as transformational performance (Wei and

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Xuexun, 2010). This is to ensure the success of organizations to take on initiatives for long-term objectives and mitigate the risk that would impact a business in terms of its operations, customers, and dynamic environment on sustainability.

Past studies have shown that in order to perform BMI, firm capabilities should consist of three critical parts: a strategic sensitivity of firms to focus on customer experience, leadership unity to allow the firm to capture fast decisions to drive operational efficiency, and resource fluidity including sustainability dimension to drive adaptation and agile capabilities in adapting to the change (Doz and Kosonen, 2010). Many current firms claim to heavily focus on customer experience by allocating massive investments on digital technologies (Parise et al., 2016; Weill and Woerner, 2015). However, incumbent firms are facing a hard time to deliver customer experience through digital technology and their sustainability (Loucks et al., 2015; Grabara, 2019). This problem is mostly due to the constraint of maintaining an agile organization and operations to lead to BMI including the sustainability dimension (Berman, 2012; Leonhardt et al., 2017). The ICT industry is important, given its predominance in generating values of economic growth and strengthening the competitive advantage of a country (Pradhan et al., 2018). This study focuses on the development of BMI based on CEO, OA and OE in ICT industry to support sustainability development. This research would also contribute to literature on digital transformation models that is related to CEO, OE, OA, and BMI.

Literature Review

TP is the measurement of performance that is done to ensure the transformation phase drives changes towards the new paradigm. It is constructed by integrating the concept of digital maturity (Valdez-de-leon, 2016) and performance management (Latham, 2013) and consists of the balancing of the existing and potential performance based on innovation and development of ecosystem performance to support the digital transformation (Wei and Xuexun, 2010).

The concept of TP was constructed from the concept of sustainable business strategic matrix (Voglender et al., 2014) where in ICT industry currently the issue related with the ecosystem and environment especially in green technology become a critical part. Eco-cost is related with the operating efficiency in developing sustainability development, while value/cost is representing the result of company in managing ecosystem and innovation. Figure 1 illustrates the sustainable business matrix of the firm in managing company.

To support the sustainable business strategy, the organization agility and operating efficiency become critical parts to accelerate business process and growth to fully leverage opportunities (Doz and Kosonen, 2010).

Organizational agility itself is constructed by the operational capabilities to adapt to change as fast as the market or customer requirements. This is also to provide flexibility to adjust its internal structures and processes in response to the changes (Trinh-Phuong et al., 2010).

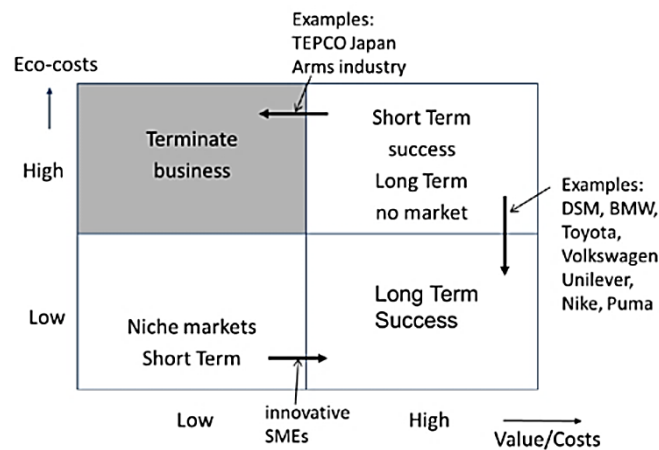


Figure 1: Sustainable Business Strategy Matrix
 (Vogtländer et al., 2014)

OA consists of leadership or people agility, process agility in adapting to change, and culture agility (Nold and Michel, 2013). The ability to streamline business processes and change the people and culture of organization brings a new appeal to companies in the digital era to speed up decision making processes and balance the risks in a dynamic environment (Teece et al., 2016). Information systems have a significant influence in shifting manual processes to be automated and step up a company's processes internally to also boost the firm's performance (Chakravarty et al., 2013; Lu and Ramamythy, 2011). Therefore, the first hypothesis is formulated as the following:

Hypothesis 1: *OA has a significant impact on TP*

The existing IT architecture may hinder organisations from being agile; hence an alternative would be an orchestration of a range of integrated platforms. The integrated model enables for an effective coordination of capabilities in terms of synergizing, localizing, and optimizing resources (Tan et al., 2019). Synergistic operational capabilities through integrated platforms allow for the firm's capabilities to maximize the deliverables and to improve efficiency. Efficiency and agility are two components of the whole paradox, however past studies show that improvements in cost efficiency can be a consequence of superior quality as it would become a part of the firm's culture to provide excellent services and sustainability development (Carvalho et al., 2017). The impact of IT in the digitization process besides providing operational efficiency is also supporting intermediate sensing on opportunities that are reflected by enhancing customer experience. CEO is constructed as the firm's ability to focus on the customer in all processes as a part of the customer journey (Samudro, 2019). CEO includes a number of dimensions that involve the customer journey, starting from customer relation, price product offerings, brand performance including its post-sales, and

loyalty to build trust personalization (Fatma, 2014; Priyanka Shrivastava, 2016). Deficiencies in COE and difficulties in modifying the process to adapt with the customer requirements could even lead to frustration, further delays, financial loss, and inefficiency. Therefore, new BMI should be built based on CEO, OA, and OE including the sustainability concern (Berman et al., 2012; Doz and Kosonen, 2010). Therefore, the hypothesis is formulated as the following:

Hypothesis 2: *OE, OA and CEO has significant impact on BMI*

Firms that focus on customer experience could leverage its overall performance (Fatma, 2014; Mihardjo et al., 2019) and BMI is strongly correlated to firm performance especially at a transformational stage (Aspara et al., 2011; Schaltegger et al., 2016). In this paper, the different elements of BMI are derived from a past study that also took content innovation, structural innovation, and governance innovation into consideration (Zott and Amit, 2017) leading to the formulation of the last two hypotheses:

Hypothesis 3: *CEO has a significant impact on TP*

Hypothesis 4: *BMI has a significant impact on TP*

The research model for the current study is demonstrated in Figure 2.

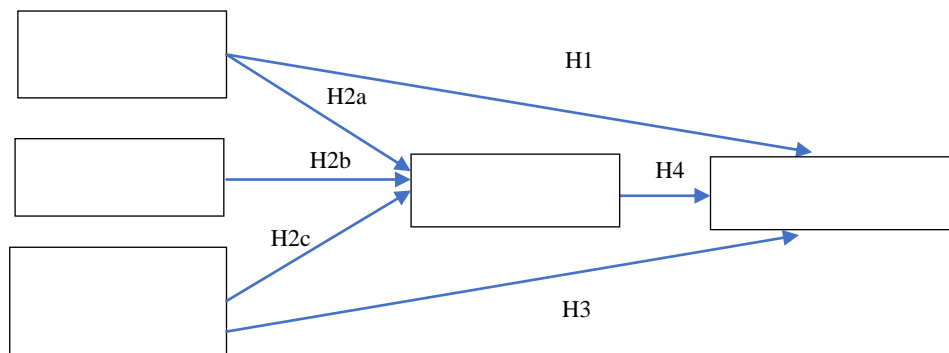


Figure 2: Research model

Methodology

Population and Sample

There are 542 ICT firms that are currently operating in Indonesia according to the Ministry of Information and Communication (2017), out of which the ones in this study consists of network and service providers. An appropriate sample size is needed for this population in order to generalize the findings of the study. The minimum rule of thumb for sample selection is a sample size of 35 (Cohen, 1992). Predictors and variables of the study and 5% level of significance the sample size

was obtained out of the 195 firms. Smart PLS was used to analyze and process the collected data.

Sampling Technique

Purposive sampling was used to allow respondents to have equal chances to be selected for data collection (Hair et al., 2014), with the firms as the units of analyses. A seven-point Likert scale ranging from 1 ('Not at all satisfied') to 7 (very satisfied') was used to examine the response for each construct.

Result

The result of measurement model is used to ensure the latent variables and dimensions have consistency, reliability, and validity. Indicators and dimensions generally have loadings of Cronbach's Alpha (CA) and composite reliability (CR) above 0.7. The average variance extracted (AVE) is used to evaluate convergent validity exceeding the 0.5 level. Results are shown in Table 1.

Table 1: Construct Reliability and Validity

Variable and Dimensions	CA	Rho_A	CR	AVE	Remarks
Organizational agility	0.938	0.942	0.947	0.621	Valid
people agility	0.729	0.765	0.879	0.784	Valid
culture agility	0.809	0.809	0.887	0.725	Valid
process agility	0.840	0.843	0.904	0.757	Valid
Operational Efficiency	0.906	0.917	0.925	0.609	Valid
Operating Cost	0.757	0.764	0.891	0.804	Valid
Speed of process	0.950	0.952	0.975	0.952	Valid
Effective resources	0.874	0.878	0.923	0.799	Valid
Customer Experience Orientation	0.923	0.933	0.936	0.576	Valid
Brand Performance	0.881	0.913	0.926	0.806	Valid
Customer Relation	0.792	0.794	0.879	0.709	Valid
Price	0.705	0.713	0.871	0.771	Valid
Trust Personalisation	0.853	0.854	0.932	0.872	Valid
Business Model Innovation	0.897	0.911	0.923	0.670	Valid
Content Innovation	0.956	0.960	0.971	0.919	Valid
Structure Innovation	0.809	0.857	0.889	0.731	Valid
Governance Innovation	0.816	0.825	0.915	0.844	Valid
Transformational Performance	0.925	0.930	0.938	0.629	Valid
Existing	0.836	0.856	0.883	0.603	Valid
Potential	0.932	0.932	0.956	0.880	Valid
Ecosystem	0.759	0.764	0.861	0.674	Valid

Table 1 showed that all latent variables and dimensions have CA and CR above 0.7 and AVE above 0.5, it means all latent variables and dimensions were valid and reliable to be observed. The discriminant validity is demonstrated in Table 2 below, in which according to Fornell and Cha (1994); the values should be higher than 0.6.

Table 2: Discriminant test result

No	Variables	1	2	3	4	5	Remarks
1	Organizational Agility (OA)	0.788					Valid
2	Operational Efficiency (OE)	0.780	0.815				Valid
3	Customer Experience Orientation (CEO)	0.759	0.806	0.877			Valid
4	Business Model Innovation (BMI)	0.785	0.803	0.845	0.900		Valid
5	Transformational Performance (TP)	0.769	0.793	0.834	0.861	0.866	Valid

The result showed that the all latent variables were valid, it means that all latent variables do not correlate, and hence there will be no any attenuation among variables. A direct testing of hypotheses is used to assess direct significant relations between the two latent variables.

H1: H1 examines the relationship between OA and TP. Tests show that t-value was observed as 2.179 and $p < 0.05$, indicating that H1 is accepted.

H2: to investigate the relationship between ‘OA and BMI, ‘OE and BMI’ and ‘CEO and BMI’, with results demonstrating the t-values and p-values as 2.285 and $p < 0.005$, 2.018 and $p < 0.05$ and, 2.188 and $p < 0.05$ respectively; therefore, H2 is accepted.

H3: H3 investigates the relationship between CEO and TP, with results indicating the t-value as 0.837 and $p > 0.005$; therefore, H3 is rejected. It means that there is no direct significant correlation between CEO to TP

H4: H4 investigates the relationship between ‘BMI and TP’, with results indicating the t-value as 2.985 and $p > 0.005$; therefore, H4 is accepted.

The Table 3 demonstrates the direct relationships within the study.

Table 3: Direct hypothesis testing result

Hypothesis	path	t-values	p-values	Remarks	
H1	OA -> TP	0.365	2.179	0.030	Significant
H2	OA -> BMI	0.238	2.285	0.023	Significant
	OE -> BMI	0.334	2.018	0.044	Significant
	CEO -> BMI	0.420	2.188	0.029	Significant
H3	CEO -> TP	0.173	0.837	0.403	No significant
H4	BMI -> TP	0.691	2.985	0.003	Significant

The direct was investigation of direct relationship test; the next steps were assessing the mediation relation according to fit a research model to assess the indirect effect. The all indirect effect is shown in Table 4.

Table 4: Indirect hypothesis testing result

Indirect Hypothesis	Path	T-values	P-Values	Remarks
OA -> BMI -> TP	0.194	1.988	0.047	Significant
OE -> BMI -> TP	0.231	1.628	0.104	No significant
CEO -> BMI -> TP	0.295	1.967	0.049	Significant

Findings show that operating efficiency does not has indirect significant influence on Transformational performance through BMI, while OA and CEO has indirect impact to TP through BMI. The overall research model based on SEM-PLS can be shown in Figure 3.

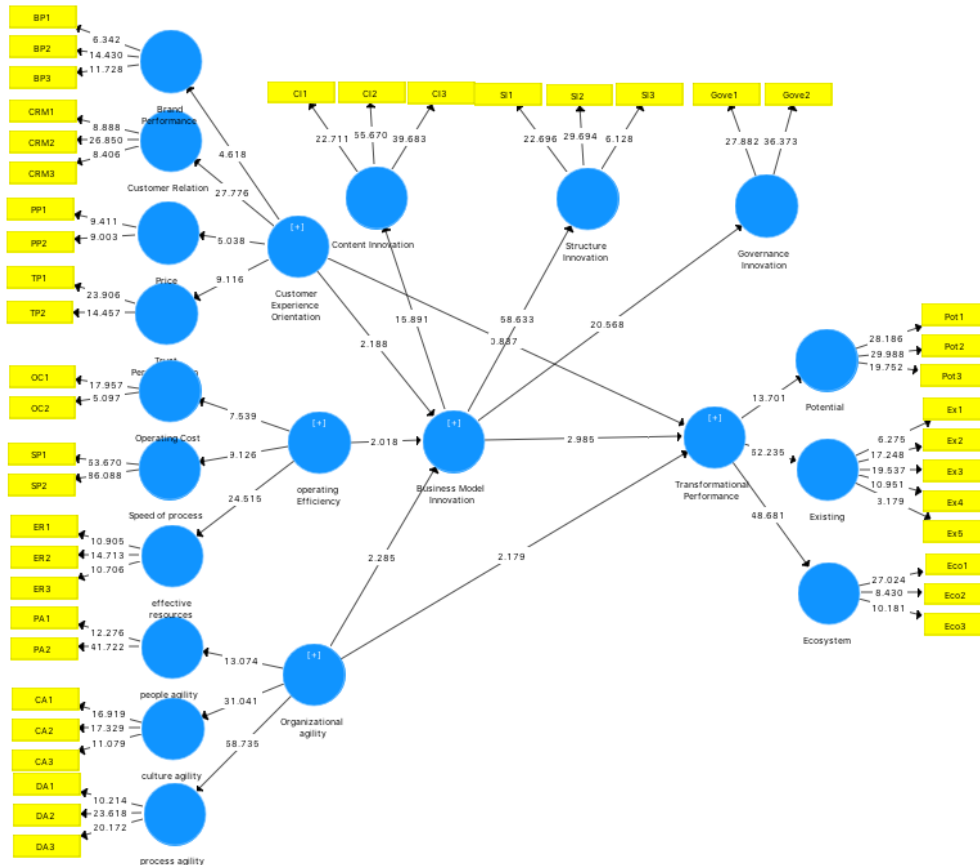


Figure 3: Research model result

Discussion

In previously publisher related with BMI, the firms that focus on customer experience, operational efficiency, and sustainability dimension has ability to change (Doz and Kosonen, 2010). Thus, the improvements in cost efficiency can drive the firm’s culture in sustainability development (Carvalho et al., 2017). This

finding does not only reveal the previously study but also provide novelty on that the focus the firm on the digital transformation. The firms shall not focus on operational efficiency but on customer experience orientation and organizational agility. Giving the finding that OE does not have indirect influence on TP.

Findings of study have implications as shown in Figure 4 that consists of 3 circles: The first circle based on finding on indirect hypothesis test consists of two latent variables which is organizational agility, and customer experience orientation. The Organizational agility as a term itself has been widely exploited by businesses to be a part of a framework of organisation consisting people and cultural perspectives especially in collaboration and process as well as people mindset to support development of sustainability policy. Customer experience orientation is the building of technological platforms capable of expanding to any size and scale in offering maximum product/service through customer relations, product price, personalisation, and branding as mention in first circle, while customer relation is found as the most significant to support brand performance.

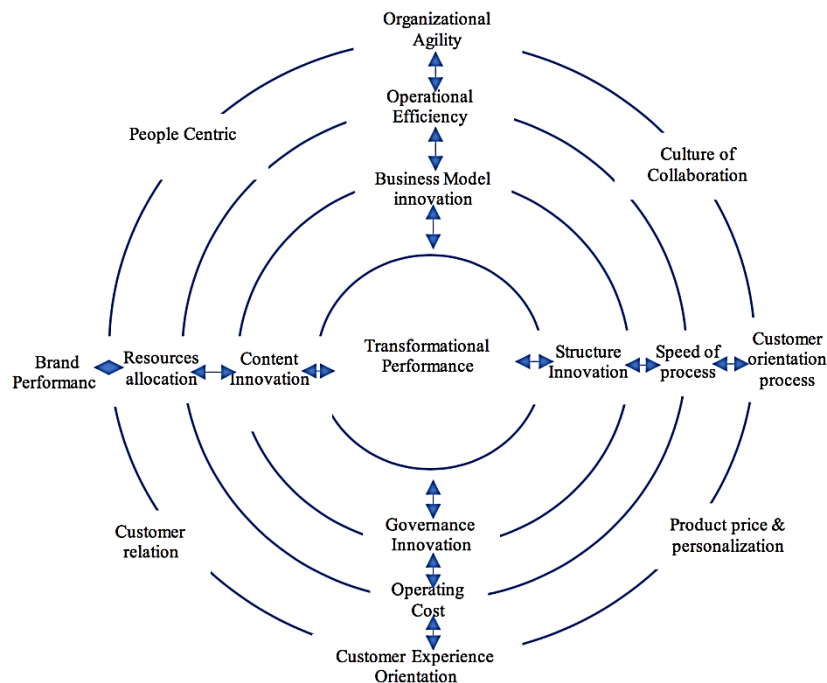


Figure 4: Sustainable Development based on Organization Agility and Customer Experience

The second circle is operational efficiency where it has significant influence on BMI, but it has no indirect significant to drive TP. OE has rapidly become a lot more critical today to enabler OA and CEO to provide effective offerings and process to customers beside to support BMI. The sustainable BMI can bring the

development, and the transformation of the one business model to another business model aligned with the need of customer supported by organization agility.

The third circle is BMI in adopting a sustainable performance to support content, structural, and governance innovation to ensure the all innovation including in sustainability development could be accommodated

The model of sustainability has implication of the firm to focus on CEO and OA, while operational efficiency could not be sustained for longer term support transformational performance.

Conclusions

The sustainable development model can be sustained developed through CEO and OA, while the operational efficiency could impact for short term. The study helps the ICT sector to focus on effective resource allocations supported by IT to perform cost efficiency and to provide fast and flexible decision making on organizational agility and customer experience orientation. The study contributes towards the initiation of a valuable model of transformation by prioritizing programs on OA, OE, and CEO which has more significant contributions in the development of BMI. COE has an indirect relationship through BMI. The study has limitation in term of variable of sustainability, time of research and statistical methods, hence the further study can be enhanced by providing holistic variable of sustainability, enhance time study by longitudinal study, and enhance statistical and research sampling to perform the result across industry.

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DOŚWIADCZENIE KLIENTA I SPRAWNOŚĆ ORGANIZACYJNA MODEL W DZIEDZINIE BIZNESU, KSZTAŁTUJĄCY ZRÓWNOWAŻONY ROZWÓJ

Streszczenie: Artykuł ten jest poświęcony obserwacji modelu transformacji cyfrowej i jego związku między wydajnością transformacyjną (TP), która łączy się ze zrównoważonym rozwojem w zakresie innowacji i budowy modeli biznesowych. Obecne innowacje w modelu biznesowym na ogół nie uwzględniają w wystarczającym stopniu wymiaru zrównoważonego rozwoju, szczególnie w odniesieniu do sprawności organizacji i orientacji na doświadczenie klienta. Niniejszy dokument ocenia związek TP z innowacjami w modelu biznesowym (BMI), sprawnością organizacyjną (OA), wydajnością operacyjną (OE) i orientacją na doświadczenie klienta (CEO) w indonezyjskim przemyśle ICT w kierunku rozwoju zrównoważonego rozwoju. W badaniu wykorzystano celowe pobieranie próbek z wykorzystaniem próby 195 z populacji 542. Zebrane dane następnie przeanalizowano przy użyciu Smart PLS. Wyniki badania pokazują, że OA ma bezpośredni wpływ na TP, podczas gdy CEO i OA, mają pośredni znaczący wpływ na TP poprzez BMI, ale OE nie ma bezpośredniego i pośredniego wpływu na TP. Wyniki badania mają wpływ na wzmocnienie modelu transformacji opartego na OA i CEO w kierunku rozwoju zrównoważonego rozwoju, podczas gdy OE jest kluczowym elementem w opracowywaniu BMI

Słowa kluczowe: wydajność transformacji, innowacja modelu biznesowego, sprawność organizacyjna, wydajność operacyjna, orientacja na doświadczenie klienta, zrównoważony rozwój.

客户体验和组织敏捷性驱动的业务模型创新, 以塑造可持续发展

摘要:本研究旨在观察与可持续性相关的变革绩效(TP)之间的关系的数字转化模型, 以创新和构建业务模型。当前的业务模型创新通常无法充分涵盖可持续性方面, 尤其是在组织敏捷性和客户体验导向方面。本文评估了TP与印尼ICT行业中针对可持续发展的业务模型创新(BMI), 组织敏捷性(OA), 运营效率(OE)和客户体验定位(CEO)的关系。该研究使用了542个人口中的195个样本进行了有目的的抽样。然后使用Smart PLS对收集的数据进行了分析。研究结果表明, OA对TP有直接影响, 而CEO和OA通过BMI对TP有间接显著影响, 而OE对TP没有直接和间接影响。该研究的发现对加强基于OA和CEO的可持续发展模式的转变具有重要意义, 而OE被认为是发展BMI的关键部分。

关键词:变革绩效, 业务模型创新, 组织敏捷性, 运营效率, 客户体验导向, 可持续性