

Attracting capacity, strategic flexibility and innovation in the business model: Empirical evidence from small and medium-sized businesses in Iran

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Abstract

Almost every company faces changes in its lifetime that need to redefine the business model to be more innovative. These changes are a great opportunity to improve revenue and expenses, but the associated strategic flexibility is also lacking due to the set of interrelationships and links in the company. This situation is more effective in companies that implement strategic flexibility due to higher absorption capacity as well as better processes and capabilities in its implementation in the organization. Therefore, this study was conducted to investigate the relationship between absorption capacity, strategic flexibility and innovation in the business model in small and medium businesses in Iran. In this study, research variables were evaluated by a questionnaire. The questionnaire was distributed among 383 people from the statistical population, which is all managers and experts of small and medium businesses in Iran. The research method was descriptive-correlational. To answer the questions and test the research hypotheses with Smart-PLS software, the method of studying structural equations and path analysis using the partial least squares (PLS) method was used. The results indicate that the potential absorption capacity has a significant effect on the realized absorption capacity and strategic flexibility. The results also show that the realized absorption capacity and strategic flexibility have a significant effect on business model innovation. According to the research results, it can be inferred that potential absorption capacity is realized with the mediating role of absorption capacity and strategic flexibility has a significant effect on business model innovation.

Keywords: Potential absorption capacity, realized absorption capacity, strategic flexibility, business model innovation

1) Introduction

Digital challenges have forced many factories to strategically flex and innovate their businesses (Nylen & Holmstrom, 2015). Factories have shifted to innovative business models, typically seen as a shift in organizational value creation (Foss & Saebi, 2018). A large-scale study by IBM CEO's Global Business Services reports that business model innovation is a constant source of value creation for companies around the world. Similarly, leadership management and innovation consulting firms emphasize that business model innovation brings a stable competitive advantage in times of continuous change (Vermuelen, 2018). Thus, the best management teams research the organizational resources and capacities of the research organization to achieve business model innovation (Spieth et al, 2014; Teece, 2010).

The concept of business model innovation has also been prominent in the scientific community, especially in management research (Clauss et al., 2019; Foss & Saebi, 2018; Schneider & Spieth, 2013; Spieth et al., 2014). Numerous attempts have been made to identify business model innovation as a process (Frankerberger et al., 2013) and its relationship to strategy (Spieth et al., 2016), leading to a typology of business model innovation (Johnson et al., 2008) and unraveling the complex entanglement has been the result of implementing business innovation (Zott & Amit, 2007, 2008). The rudimentary systematic literature, covering more than two decades of business model innovation research, has potentially focused on business innovation through internal movement (Foss & Saebi, 2017). In particular, limited research has been conducted on whether and how companies' capacity to attract and their strategic flexibility affect business model innovation. Therefore, in this study, we aimed to test the relationship between absorption capacity, strategic flexibility and their relationship to business innovation by means of a questionnaire.

Absorption capacity is a constructive and important factor that affects strategic flexibility and many types of innovation. Absorption capacity is important as the company's ability to identify, integrate and value new and external information to improve innovation capabilities. Basic empirical research shows that absorption capacity influences innovation and function (Ali et al., 2016; Cepeda-Carrion et al., 2012; Kostopoulos et al., 2011). Recruitment capacity is an important prerequisite for renewing a knowledge-based company. This will lead to a higher rate of innovation and more flexibility in reconfiguring resources. Innovation and flexibility are both factors that enhance competitive advantage (Zahra & George, 2002). In this research, we discuss that in order to improve strategic flexibility and innovation in the business model, companies need to improve their potential absorption capacity (knowledge acquisition and acquisition and matching) as well as the realized absorption capacity (conversion and exploitation). Therefore, the present study tries to fill this research gap. In particular, the purpose of this study is to answer the question that what effect does absorption capacity have on business model innovation with a mediating role of strategic flexibility in small and medium businesses in Iran?

2. Research Literature

2.1. The concept of absorption capacity

The competitive advantage of organizations depends more on the knowledge they have than on their physical resources. Beyond organizational boundaries, there are sources of knowledge that organizations can use to develop their competitive capabilities or create new capabilities. Organizations rely on efficient forces that are sensitive to the acquisition and transfer of knowledge and focus on learning from internal and external sources. Employees with high ability to absorb knowledge improve the level of knowledge absorption of the organization and help improve innovation in organizational performance (Kostopoulos, 2011).

Absorption capacity has been one of the most important issues in the last twenty years. Because foreign knowledge resources are very important. Capacity building is a dynamic capacity that enables companies to create value and gain and maintain competitive advantage from external knowledge management (Comison & Fores, 2011). Absorption capacity is the ability to identify the value of new information, extract, absorb and use it for commercial purposes, and the ability to enable companies to obtain and use external information as effectively as internal information, so that their innovation Absorption capacity can also affect the effectiveness of innovative activities (Kostopoulos, 2011). Absorption capacity is divided into potential and actual. Acquisition and combination are in the potential part and transfer and exploitation are in the real part (Heiko, 2012).

Absorption capacity is primarily defined as the ability to recognize, combine, and apply external knowledge (Andersen, 2012). External knowledge is a very important resource for learning new techniques, solving problems, creating individual competencies and creating new opportunities for organizations (Wang, 2011). The concept of knowledge acquisition capacity is in fact the

organization's learning from the environment; A type of learning that focuses on learning from knowledge resources in the environment instead of emphasizing knowledge creation through intra-organizational experience (Andersen, 2012).

2.2. Strategic flexibility

Strategic flexibility as a set of capabilities that enable companies to change. This capability gives companies the opportunity to cope with environmental change and also enables them to drive change in highly competitive markets. While some recent empirical studies have examined the implications of strategic flexibility. In the meantime, a positive relationship has been expressed between strategic flexibility and firm performance, and occurs when firms are moving towards growing industries or have to deal with environmental shocks (Sarstedt et al., 2019).

Strategic options are like alternative courses of action. Many authors have discussed its importance for flexibility in its overall concept and corporate level. Developing strategic options creates diversity so that options are available to the company and to attract them (Liu et al., 2013). Despite conceptual discussions regarding the relative importance of strategic authority to strategic flexibility, no theory development is empirically available (Sarstedt et al., 2019). Strategic flexibility is defined in the literature as the company's ability to adapt and respond to environmental changes or the organizational ability to manage economic and political risks by responding promptly to market threats and opportunities. Research shows that to achieve strategic flexibility in future activities (ie creating real options for the company), exporters can invest in the export structure and export strategies and the system. Create coordinated export capabilities. Current investment in these options may in the future provide access to more decision-making options that will ultimately lead to increased profitability, greater market share and sales growth (Domínguez & Barroso-Castro, 2016).

2.3. Business model innovation

The importance of innovation in today's fast-paced and evolving world is not hidden from anyone. Today, all countries in the world in order to increase productivity and improve the economic situation seek to encourage and develop creativity and innovation as one of the main advantages for the survival of companies. Many companies have always sought to innovate in goods, services, markets and operations to achieve success; But despite numerous innovations in these four areas, companies faced serious risks, including (Foss & Saebi, 2018):

- The market share of companies decreased;
- The value curve map showed the weakening of the key differences of their business;
- Their activity did not grow enough;
- The needs of key customers were not met;

It was not easy to identify opportunities to reduce costs and make the best use of resources, and things like that, all of which were beyond the ability to focus solely on the types of innovations mentioned. However, extensive studies conducted in the field of business over the past ten years indicate the growing importance of business model innovation over other types of innovation, and have identified business model innovation as the key to success in competition. IBM's research from a large number of case studies and interviews with countless executives also reveals a positive relationship between business model innovation and company performance (Khan et al., 2019). Since the business model is a framework for determining the type of activity and how and when it is performed according to the resources and capabilities of the company so that it can be used to create value in the form of goods or services for the customer. It can cover all the mentioned failures. Research by Zott & Amit (2011) also found that business model innovation is less costly, more efficient, and a more appropriate approach in times of capital shortages, such as during recessions, than other types of innovation. IBM's international research conducted in 2006 and 2008 among the top executives of the world's top companies also showed that in various industries, managers of high-profit and high-performance companies are looking for how to

innovate in their business models. To improve their ability to create and gain value (Khanagha et al., 2014). Research in the field of business model agrees that "business model innovation is the key to corporate performance." In 2006, research by the IBM research team reported an increase in awareness of the need for business model innovation. This study showed that high-performing companies were more successful in implementing their innovative business model than companies with poor performance. Based on this research and subsequent survey, many business model innovations are now recognized as a new strategic differentiator (Foss & Saebi, 2018).

2.4. Absorption capacity, strategic flexibility and innovation in the business model

Changes in technology can be considered one of the deadliest threats in any successful business. There have been many reports of companies in which technology has once been a competitive advantage but has ultimately led to their main weakness (Albort-Morant et al., 2018). Past research shows that these changes are not just a problem of technological innovation, but are related to the stagnation of business models and innovation in the business model (Clauss et al., 2019). Having an internal approach to knowledge creation that persuades the organization to rely on its resources in knowledge production; It can not meet the needs of organizations. Organizations are abandoning the idea that producing new knowledge is essentially an internal process. Organizations have come to the conclusion that utilizing the flow of external knowledge enables them to expand the flow of their internal knowledge. Therefore, it can be stated that:

Hypothesis: Potential adsorption capacity has a significant effect on the realized adsorption capacity.

In recent years, special attention has been paid to the terminology or definition of the concept of business model (Foss & Saebi, 2018) and the question has been raised what is the business model. Business models are often described as structural templates of how companies develop their business, linking different activities and systems, and generally shaping the logic of the organization (Khan et al., 2019). Flexibility procedures that relate to the goals of the organization or its environment fall into the realm of strategic flexibility. These procedures are rarely adopted and are usually related to cases where changes are very important and effective, such as technological changes, new portfolio of products and services in the market or new business rules in the environment that can model competition in it. The face changes significantly (Kotlar et al., 2020). Therefore it is stated that:

Hypothesis: Potential absorption capacity has a significant effect on strategic flexibility.

In 2011, Sorsco introduced a unified definition of business models: a specific system of interdependent structures, activities, and processes that serve as the rationale for organizing a company to create value (for its customers) and allocate value (for itself and its partners) acts. Researchers have pointed out that absorption capacity can not only lead to product or service innovation, but also strategic innovation. The goal of strategic innovations is to reshape existing business models, create new models and new markets, and create a leap in customer value (Clauss et al., 2019). Therefore, the following hypotheses are presented:

Hypothesis: The realized absorption capacity has a significant effect on business model innovation.

Strategic flexibility means flexibility in resource use and process reconfiguration, which reflects a kind of dynamic capability. Strategic flexibility is considered as a key determinant of competitive advantage in volatile markets. Strategic flexibility has a positive impact on product development, exploratory innovation, and innovation capabilities (Miroshnychenko et al., 2020). Strategic flexibility plays a key role in the success of small and medium-sized organizations. The use of strategic management in large organizations has yielded successful results, but its use in small and medium-sized organizations has received less attention due to special circumstances (Limaj & Bernroider, 2019).

Hypothesis: Strategic flexibility has a significant effect on business model innovation.

Small and medium-sized enterprises play a key role in innovation, employment, and competitive advantage. One of the requirements for growth, creativity and entrepreneurship in societies is to study the failure process of small and medium enterprises (Crespo, 2014). As new companies create new jobs, open up opportunities for social mobility, foster economic flexibility, and boost economic competitiveness and productivity, they are important for economic growth. Are located (Matzler et al., 2015).

Given the increasing quantity and importance of small companies in economic activities and the need to benefit from strategic flexibility to succeed in a competitive world, in this study to investigate the impact of absorption capacity on innovation in business model with the mediating role of strategic flexibility in Small and medium businesses in Iran are covered. Therefore, addressing this issue seems to be one of the necessities of academic industrial research activities. This indicates the need to study in this case.

2.5. Conceptual model of research

All research studies are based on a conceptual framework, which identifies the variables and the relationships between them. This conceptual framework is the model by which the researcher theorizes about the relationships between the factors identified in creating the important problem. This theory may not necessarily be the word of the researcher and may logically be derived from the results of previous research on the issue.

Since any field and survey research requires a mind map and a conceptual model that is drawn in the form of appropriate analytical tools, variables and relationships between them, accordingly, the theory is conceptually shown in Figure 1, which can be done with 4 hypotheses. The test is visible. Please note that all direct communications are assumed to be positive. An indirect hypothesis is also examined.

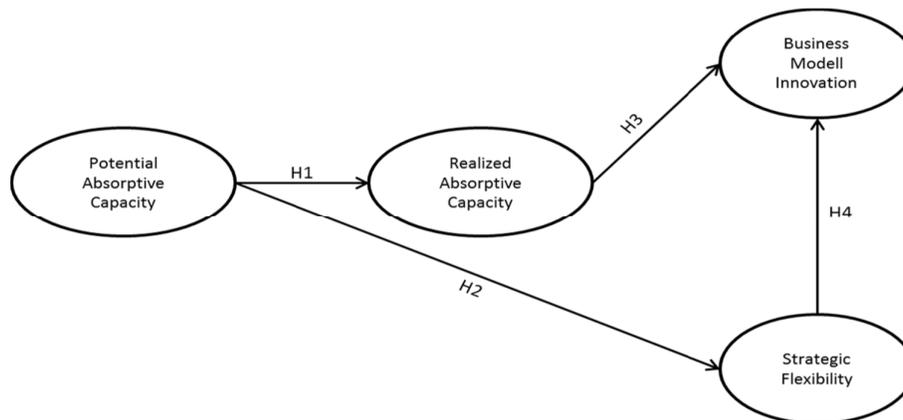


Figure 1: Conceptual model of research

3. Research methodology

Methodologically, this research is a correlational research. The present study is a descriptive research based on how to obtain the required data and in terms of research classification according to their purpose. This research is applied in terms of type and descriptive-survey method.

In this research, in order to formulate the basics, definitions and theoretical concepts, library resources including existing documents, books and scientific articles have been used. Also, to

collect the data needed to test research hypotheses, a standard questionnaire designed by Miroshnichenko et al. (2020) And has been compiled, used. In this questionnaire, the potential absorption capacity questionnaire had 6 questions, the realized absorption capacity questionnaire had 7 questions, the strategic flexibility questionnaire had 6 questions and the business model innovation questionnaire had 9 questions. All measurement scales were adapted from previous studies. All the items used in the present study are listed in Table 1 and were measured using a 7-point Likert scale (1 = strongly disagree to 7 = strongly agree). Finally, demographic information was requested for gender, age, income, education, marital status, and occupation.

The questionnaire of this research was judged by several experts and professors of business and strategic management working in universities for content validity. After making some corrections and obtaining approval from those professors in order to ensure higher and acceptable face validity. Those 30 questionnaires were distributed in the statistical community and at first it was not possible for the respondents to understand a number of questions. The data collection tool was used.

The statistical population of the present study is all managers and experts of small and medium businesses in Iran. According to the definition of the World Trade Organization: Small and medium enterprises are defined as companies that employ between 10 and 250 people. Businesses with a maximum of 10 employees are usually called small companies and companies with more than 250 employees are called large companies. Also, based on a recent study (Yahya Kamyabi, Lambah Pentai, 2011) which used the database of the Small Industries and Industrial Towns Organization of Iran to study small and medium businesses, we also sought to use this database and found Which is the main source of information related to small and medium businesses of the Ministry of Industry, Mines and Trade. After correspondence and contact with the Ministry, we were able to receive information about Iranian businesses, which included 19,2872 businesses. Of this number, 125,365 businesses are considered small and medium by definition.

In the present study, a simple random sampling method was used to select the samples and the research questionnaire was randomly distributed among managers and experts of small and medium businesses in Iran. Among the equal probability sampling methods, simple random sampling method is one of the simplest and oldest sampling methods that has many applications in practice. Due to the fact that the size of the statistical population is limited and equal to 125365 people, Cochran's formula has been used to select the sample size. Cochran's formula is one of the most widely used methods for calculating statistical sample size. Therefore, the number of samples studied in this study is equal to 383 people.

Table 1: Criteria

Variables	Components
Potential absorption capacity	Searching for information related to our industry is a daily activity in our company
	Company management encourages employees to use our industry information resources
	In our company, ideas and concepts are transferred interdepartmentally
	Our management provides cross-sectoral support to solve problems
	In our company, there is a fast flow of information (for example, if one part generates important information, it transmits it to all other parts).
	Our management holds regular cross-sectoral meetings to exchange progress, problems and achievements
Achieved absorption capacity	Our management supports the development of experimental models
	Our company regularly reviews technology and adapts it to current knowledge
	Our company has the ability to be more efficient by adopting new technologies
	Our employees have the ability to generate new knowledge and use the knowledge gathered
	Our employees are accustomed to absorbing new knowledge and preparing it for future goals
	Our employees successfully connect current knowledge with new perspectives
Our employees are able to apply new knowledge in their work	

Strategic flexibility	If circumstances change, our organization can easily change its plans
	If circumstances change, our organization is ready to respond in a sustainable and balanced manner
	If circumstances change, our organization can control the transfer of strategy
	If circumstances change, our organization will have the practical information needed to convey the strategy to transmit on a day-to-day basis
	If circumstances change, our organization can develop a new project in a (dynamic) way
	If circumstances change, our organization can transfer projects with a high probability of success
Business model innovation	The revenue mechanism has changed in the last three years
	The cost mechanism has changed in the last three years
	In the last three years, the company's main competitors and company resources have changed
	In the last three years, domestic value-making activity has changed
	In the last three years, the role and extent of partners' involvement in the value creation process has changed
	In the last three years, the process of distributing services or products has changed
	Target customers have changed in the last three years
	Products and services have changed in the last three years
In the last three years, the company's position in the market has changed	

4. Analysis

In this study, structural equation modeling using partial least squares method and PLS software was used to test the hypothesis and model accuracy. PLS is a variance-based approach that requires fewer conditions than similar techniques to structural equations such as LISREL and AMOS (Liljander et al., 2009). Its main advantage is that this type of modeling requires less sample size than Lizzell (Wicksom & Watson, 2001). It is also proposed as a powerful method in situations where the number of samples and measurement items is limited and the distribution of variables can be uncertain (Hair et al., 2010). PLS modeling is done in two stages. In the first step, the measurement model should be examined through validity and reliability analysis and confirmatory factor analysis, and in the second stage, the structural model is examined by estimating the path between variables and determining model fit indices (Hulland, 1999).

4-1- Step 1: Measurement Model

The test of measurement model is related to the validity and reliability of measuring instruments.

4-1-1- Validity

For evaluation of convergent validity, the criterion AVE (mean variance extracted) and CR (composite reliability) were used. Composite reliability higher than 0.7 and mean variance higher than 0.5 are two prerequisites for convergent validity and correlation of structures (Qing Lin & Chi Huang, 2009). As it can be seen from Table (1), all composite reliability values are higher than 0.7 and values of mean variance are higher than 0.5 and this indicates that the convergent validity of the present questionnaire is acceptable.

Table 1: Results of the mean variance extracted from the research structures

Variables	Compound reliability	AVE
Potential Absorptive Capacity	0/8794	0/5119
Realized Absorptive Capacity	0/8833	0/6034
Strategic Flexibility	0/8488	0/6102
Business model innovation	0/8494	0/553

In the divergent validity section, the difference between the characteristics of one structure is compared with that of other structures in the model. This is calculated by comparing the AVE root of each structure with the values of the correlation coefficients between the structures. To do this, a matrix must be formed that the values of the original diameter are the root matrix of the AVE coefficients of each structure and the low values of the original diameter are the correlation coefficients between each structure with the other structures. This matrix is shown in Table (2). As it can be seen from Table (2), the AVE root of each structure exceeds the correlation coefficients of those structures with other structures, indicating that divergent validity of the structures is acceptable.

Table 2: Comparison matrix of AVE root with structure correlation coefficients (divergent validity)

	Value-based fairness	Communication-based fairness	Brand attachment	Loyalty intention
Potential Absorptive Capacity	0/715			
Realized Absorptive Capacity	0/485	0/776		
Strategic Flexibility	0/603	0/369	0/781	
Business model innovation	0/544	0/547	0/469	0/730

4-1-2-Reliability

To evaluate the reliability of the questionnaire, in addition to the Cronbach's alpha coefficient presented in Table 3, which confirms the appropriate reliability of the questionnaire, PLS method was used. The PLS method uses index reliability (Rivard & Huff, 1988). Reliability of the index is also calculated by measuring the factor loadings by calculating the correlation coefficients of the indices of a structure with that structure, if this value is equal to or greater than 0.6 (Hulland, 1999), confirming that the reliability in The case is the accepted measurement model. But if the factor load between one question and the relevant dimension is less than 0.6, that question can be excluded from the subsequent model and analysis. As can be seen in figure (2), all values of factor loadings between constructs and questions are greater than 0.6, indicating a high correlation.

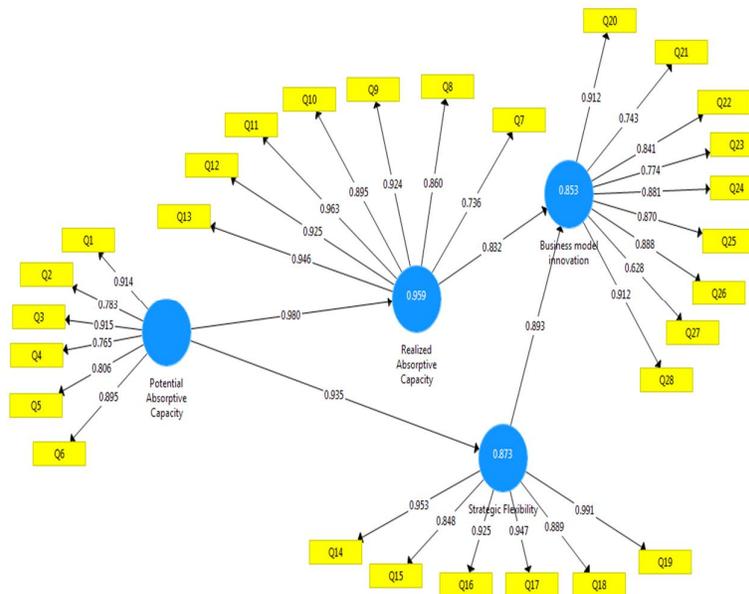


Figure 3: Software output - Modified research model (path coefficients and operating loads)

Table 3: Cronbach's alpha coefficient

Variables	Cronbach's alpha
Potential Absorptive Capacity	0/8346
Realized Absorptive Capacity	0/8341
Strategic Flexibility	0/9433
Business model innovation	0/7999

4-2- Second step: Structural model and hypothesis testing

Structural pattern testing that relates to testing research hypotheses and the effect of hidden variables on each other. Bootstrapping command Smart PLS software was used to confirm the research hypotheses, which shows the output of the coefficients t (Figure 3). When t values are greater than + 1.96 and less than -1.96, it indicates that the relevant parameter is meaningful and subsequently confirms the research hypotheses.

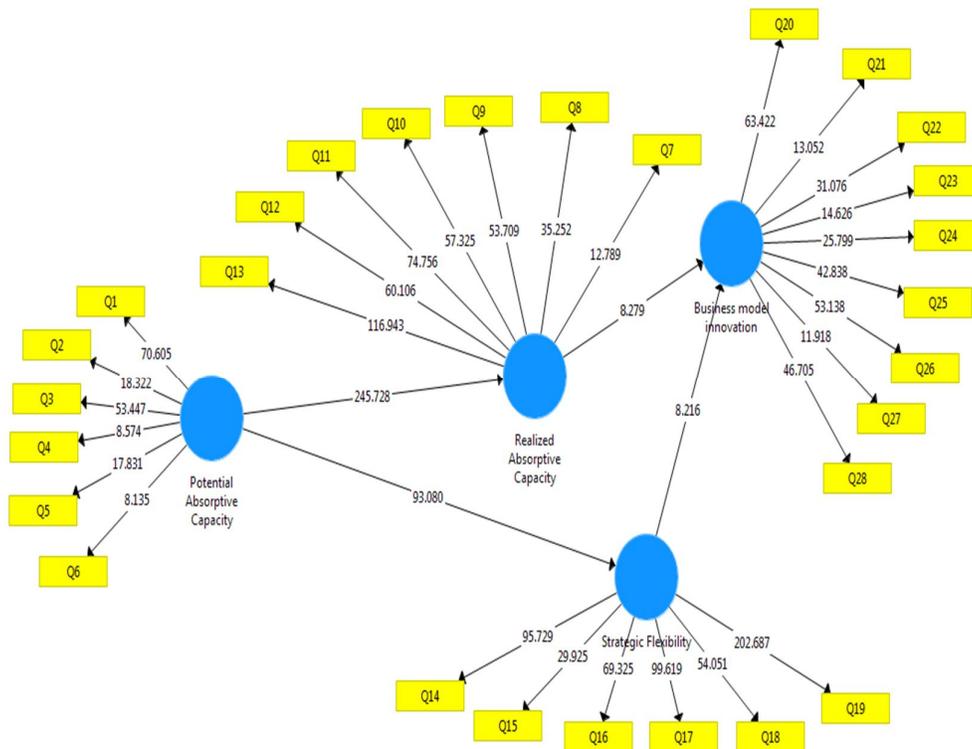


Figure 3: Software output - coefficients t

4-3- Methods for evaluating shaping measurement models

One way to evaluate shaping models is the coefficient of determination (R2). The coefficient of determination (R2) examines what percentage of the variance of a dependent variable is explained by the independent variable (s). Therefore, it is natural that this value is equal to zero for the independent variable and more than zero for the dependent variable. The higher this rate, the higher the coefficient of effect of the independent variables on the dependent. According to the coefficient of determination of the model, it can be said that the potential absorption capacity variable has been able to explain 0.959 of the variance of the realized absorption capacity variable and 0.873 of the variance of the strategic flexibility variable. Also, the variables of absorbed capacity and strategic flexibility as a whole have been able to explain 0.853 of the variance of the business model innovation variable; Researchers have introduced three values of 0.19, 0.33 and 0.67 as the criterion values for weak, medium and strong values of R2. Based on this, it can be

concluded that the model has a high predictability. The residual value is related to the forecast error and can include other factors affecting the realized absorption capacity, strategic flexibility and innovation of the business model.

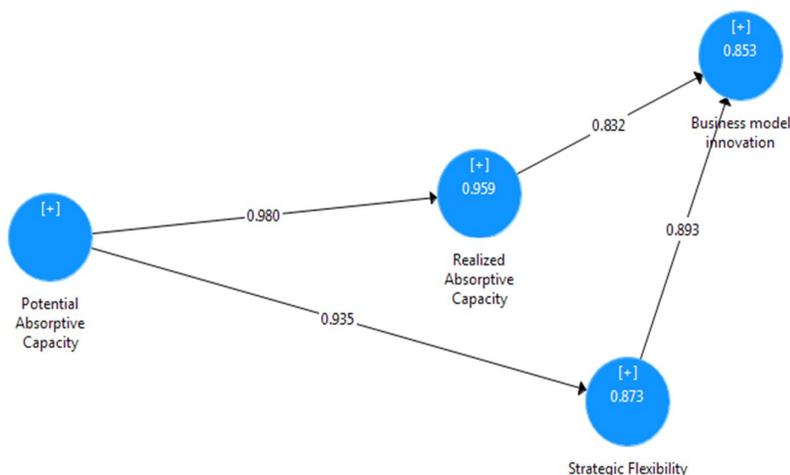


Figure 4: Evaluation of shaping measurement models

4-4- Response to research hypotheses

According to the results obtained from the path coefficient and t-statistic, all research hypotheses were confirmed, and the results showed that the potential absorption capacity has a significant positive effect on the realized absorption capacity and strategic flexibility. Also, the realized absorption capacity has a positive and significant effect on business model innovation, and finally, strategic flexibility has a significant effect on business model innovation. These results are shown in 4:

Table 4: Direct effects, t-statistic and result of research hypotheses

theories	Standardized path coefficient β	statistics T	Meaningful	No rejection or Reject
Potential Absorptive Capacity → Realized Absorptive Capacity	0/980	245/728	Sig<0.05	No reject
Potential Absorptive Capacity → Strategic Flexibility	0/935	93/080	Sig<0.05	No reject
Realized Absorptive Capacity → Business model innovation	0/832	8/279	Sig<0.05	No reject
Strategic Flexibility → Business model innovation	0/893	8/216	Sig<0.05	No reject

5. Conclusions and practical suggestions

To adapt to the pace of change, businesses must adopt ideas or processes that lead to the development of new products or services in emerging markets, and in addition they must use existing capabilities to leverage existing products and services. Thus, innovation can be a sustainable and unimaginable competitive advantage for businesses. This means that the

organization can have exploratory innovation in existing products and markets to maintain the current profitability of the organization and to ensure the long-term survival of the organization to have exploratory innovation in new products and markets and to have a suitable performance in response to market changes. Doing this (focusing on current capabilities and new products and markets at the same time) is very complex and often contradictory. To overcome this contradiction, we can use strategic flexibility and high business absorption capacity. Since fundamental innovations in new products and markets require extra-organizational knowledge outside the organization, it shows the close relationship between innovation, strategic flexibility and absorption capacity.

The present study aimed to investigate the relationship between absorption capacity, strategic flexibility and business model innovation (with the aim of discovering the relationship between absorption capacity dimensions) which is also rare. Because potential and realized absorption capacity can have a different impact on business innovation. The results indicate that the potential absorption capacity has a significant effect on the realized absorption capacity and strategic flexibility. The results also show that the realized absorption capacity and strategic flexibility have a significant effect on business model innovation. According to the research results, it can be inferred that potential absorption capacity is realized with the mediating role of absorption capacity and strategic flexibility has a significant effect on business model innovation.

Thus, it is justified that the potential absorption capacity identifies and absorbs knowledge outside the organization and focuses on knowledge beyond the existing knowledge in the organization in order to identify the knowledge needs of the firm from the environment for the organization. This focus outside of the organization can bring innovations to the organization that can be provided either with a completely new product or current products in a completely new market. On the other hand, the realized absorption capacity is the same as the transformation and application of the identified and absorbed knowledge and requires focusing on the internal processes of the organization, which can lead to identifying improvements in the organization's current processes and products, in other words, exploitative innovation. To be.

Therefore, it is suggested that the potential absorption capacity and the realized absorption capacity be strengthened in businesses to explore and exploit in the innovation sector. Also, organizations should make arrangements to exploit the discoveries made in time periods and change their strategy, structure and culture towards exploratory innovation before the current exploration becomes obsolete, so that a cycle of exploration and exploitation happens. Falls. In periods when the organization is engaged in exploration, the potential absorption capacity should be strengthened, and in periods when the organization is exploiting exploration, the realized absorption capacity should be strengthened.

As noted, strategic flexibility plays an important role in the process of influencing absorption capacity on business model innovation. Strategic flexibility is a set of capabilities that enable companies to change. This capability gives companies the opportunity to cope with environmental change and also enables them to drive change in highly competitive markets. Therefore, by creating flexibility in their strategies and using the practical information required for strategy transfer, as well as controlling strategy transfer and taking the necessary precautionary measures, businesses create the right conditions to use companies' absorption capacities to improve business innovation. And create work.

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