

DOI: <https://doi.org/10.63332/joph.v5i6.1971>

Business Model Innovation in Dynamic Capabilities for Tea Enterprises Competitiveness in Sichuan, China

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Abstract

In the context of growing globalization and escalating market competition, tea enterprises in Sichuan, China, encounter challenges in maintaining and enhancing their competitiveness. This study investigates the interplay between dynamic capabilities (DC), business model innovation (BMI), and the tea enterprises competitiveness (EC) in Sichuan, China. Using a Structural Equation Model (SEM), the research examines 10 representative tea enterprises in Sichuan. The findings reveal that dynamic capabilities significantly influence these enterprises' competitiveness and BMI. Furthermore, BMI serves as a partial mediator in this relationship, reinforcing competitive advantage through improvements in value proposition (VPR), value creation (VCR), and value capture (VCA). These findings contributed to theory and practice by offering strategic insights into how Sichuan tea enterprises can leverage dynamic capabilities and BMI to strengthen their market position.

Keywords: *Dynamic Capabilities, Business Model Innovation, Sichuan Tea Enterprises Competitiveness, Structural Equation Model (SEM).*

Introduction

In the era of globalization, businesses are navigating an increasingly intricate and competitive landscape (David & Jane, 2019). This complex and competitive environment has propelled dynamic capabilities and business model innovation to the forefront. These elements have become critical determinants for enterprises aiming to adapt to market vicissitudes and enhance their competitiveness. These concepts have attracted significant academic and corporate interest (Tece et al., 1997; Zott & Amit, 2013).

Sichuan, a pivotal tea-producing region in China, is home to numerous tea enterprises that are presented with a unique set of opportunities and challenges. As consumers worldwide increasingly prioritize health, quality, and cultural experiences, the global tea industry is significantly transforming toward high-end branding (Oke et al., 2016). In this context, Sichuan tea enterprises must innovate across multiple fronts, including product quality, business models, and management strategies, to bolster their competitiveness in both domestic and international markets (Zhang, 2021).

Business model innovation is a crucial form of strategic innovation (Zhang et al., 2023). It empowers enterprises to reconfigure their operational activities, revenue streams, cost structures, and business relationships, enabling them to better align with new market competition

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requirements. For instance, some Sichuan tea enterprises have recently embarked on business model innovation initiatives. They have expanded sales channels through e-commerce platforms (He, 2023; Xu, 2022), developed tea-culture tourism products that capitalize on the region's rich tea-growing heritage, and collaborated with international brands. However, the efficacy of business model innovation is contingent upon various factors. Among these, an enterprise's dynamic capabilities play a significant role (Teece, 2007). The capability of enterprises to sense market changes, seize opportunities, and adjust strategies in time is essential for successful business model innovation. Therefore, an in-depth exploration of the relationship between dynamic capabilities, business model innovation, and enterprise competitiveness holds great theoretical and practical value for Sichuan tea enterprises. This research aims to fill this gap and provide actionable insights for the sustainable development of these enterprises.

Literature Review

The Impact of Dynamic Capabilities on Business Model Innovation

The dynamic capabilities theory posits that enterprises can adapt to rapidly changing environments by integrating, building, and reconfiguring internal and external resources (Teece et al., 1997). Sensing capability enable enterprises to perceive market trends keenly, changes in consumer preferences, and other information (Heider et al., 2021). For example, in the rapidly evolving tea market, Sichuan tea enterprises need to rely on their sensing capability to promptly detect the growing trend of consumers' demand for healthy and nourishing tea products. Learning capability assists enterprises in absorbing new knowledge and skills, facilitating organizational knowledge renewal (Mancuso et al., 2023). Take tea enterprises as an example; they can improve product quality by learning advanced tea-processing techniques. Integration capability helps enterprises efficiently integrate resources to achieve collaborative advantages . For instance, tea enterprises can integrate tea-garden planting resources, processing equipment resources, and sales channel resources to achieve collaborative advantages. Numerous studies have shown that each dimension of dynamic capabilities significantly promotes business model innovation. Therefore, we propose hypothesis 1:

Dynamic capabilities have a positive impact on business model innovation.

The Impact of Business Model Innovation on the Tea Enterprises Competitiveness

Business model innovation encompasses changes in multiple aspects, such as value proposition, value creation, value delivery, and value capture (Zott & Amit, 2013). In terms of value proposition, an innovative value proposition can accurately target the target customer group, meet their unique needs, and enhance customer recognition. For example, Sichuan tea enterprises launch products with unique cultural connotations to meet consumers' demand for tea-culture experiences (Zhang et al., 2023). In the value-creation process, innovative production processes, cooperation models, etc., can improve product quality, reduce costs, and enhance product competitiveness. Innovation in value delivery can expand sales channels and strengthen product accessibility. For example, through e-commerce platforms, tea products can break through geographical restrictions and reach a broader market (He, 2023). Rational value capture innovation can ensure the profit capability of enterprises and achieve sustainable development. Existing research has fully confirmed the positive significance of business model innovation in enhancing enterprise competitiveness (Clauss, 2017). Therefore, we propose hypothesis 2:

Business model innovation has a positive impact on the tea enterprises competitiveness.

The Impact of Dynamic Capabilities on the Tea Enterprises Competitiveness

Dynamic capabilities directly promote business model innovation and enhance enterprise competitiveness by improving the enterprise's response speed to market changes and resource-allocation efficiency (Teece, 2007). Tea enterprises with strong dynamic capabilities can quickly adjust their product structures to adapt to market-demand changes and optimize internal management processes to improve operational efficiency. When the market demand for organic tea increases, enterprises can quickly adjust their planting strategies, expand the planting scale of organic tea, and optimize the processing process to improve the output and quality of organic tea. Past research also indicates that dynamic capabilities are crucial in enhancing enterprise competitiveness (Barreto, 2010). Hence, we propose hypothesis 3:

Dynamic capabilities have a positive impact on the tea enterprise competitiveness.

The Mediating Role of Business Model Innovation between Dynamic Capabilities and the Tea Enterprises Competitiveness

As discussed earlier, dynamic capabilities serve as the driving force for business model innovation, and business model innovation can potentially enhance the competitiveness of tea enterprises. In recent research, scholars such as Heider et al. (2021) have emphasized the role of dynamic capabilities in enabling firms to adapt to market changes, which is fundamental for initiating business model innovation. Moreover, studies like Mancuso et al. (2023) have further elaborated on how learning capability within dynamic capabilities can facilitate the adoption of new business models. Enterprises leverage their dynamic capabilities to identify market opportunities, reconfigure resources, and drive business model innovation, ultimately enhancing competitiveness (Liu et al., 2024). These findings suggest that business model innovation functions as a mediating mechanism in the relationship between dynamic capabilities and the competitiveness of tea enterprises. For example, in the context of Sichuan tea enterprises, recent market trends show an increasing demand for online tea sales (He, 2023; Xu, 2022). By their dynamic capabilities, Sichuan tea enterprises have captured this business opportunity. They have innovated their business models by engaging in live-streaming commerce, which has expanded their customer base and increased sales, enhancing their market competitiveness. Based on this understanding and in line with contemporary research trends in the field, we propose hypothesis 4:

Business model innovation mediates between dynamic capabilities and tea enterprise competitiveness.

Based on dynamic capabilities, this study establishes a relationship model between dynamic capabilities, business model innovation, and the tea enterprise competitiveness of Sichuan, China. According to these hypotheses, we show an analytical model in Figure 1.

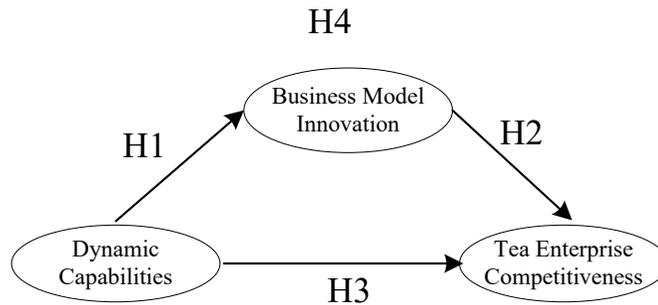


Figure 1.

A hypothetical model of the relationship between dynamic capabilities, business model innovation, and competitiveness of the tea enterprises in Sichuan, China.

Methodology

Population and Sample

This study takes 10 representative tea enterprises in Sichuan as research objects. These samples have the characteristics of different scales, different production areas, and different business models, which can reflect the overall characteristics to the greatest extent under the limited research resources, so that the research is operable and scientific.

Research Instrument

Statistical Package for the Social Sciences (SPSS) and Amos software were used for data analysis. Descriptive statistics were first performed to understand the basic characteristics of the sample. Then, correlation analysis was carried out to explore the relationships between dynamic capabilities, business model innovation, and competitiveness. Finally, the hypotheses are tested using structural equation models (SEM) and the path coefficients between dynamic capabilities, business model innovation, and sustainable competitiveness.

Notably, the potential variables examined in this study—dynamic capabilities, business model innovation, and firm competitiveness—are abstract and complex to measure directly. However, the structural equation model (SEM) offers a significant advantage by enabling the construction of both measurement and structural models. This approach allows for a comprehensive analysis of the complex interrelationships among these variables, providing a robust analytical framework to explore the factors influencing the competitiveness of tea enterprises in Sichuan, China.

Variable Measurement

Dynamic Capabilities (DC): Dynamic capabilities are the independent variable of this study. Scholars have analyzed dynamic capabilities from different dimensions to explain further and understand enterprises' dynamic capabilities. In most cases, scholars deconstruct dynamic capabilities from the perspective of the process (Narayanan et al., 2009). Teece (2007) divided them into perception capability, learning capability, and reconstruction capability. After continuous exploration, scholars divide dynamic capabilities into sensing capability, learning

capability, and integration capability (Garrido et al., 2020; Kareem & Alameer, 2019). Sichuan is rich in tea resources. However, the tea market is highly competitive, and consumer demand constantly changes. Tea enterprises must have a keen insight into market trends, integrate various resources, and improve tea planting and production technology. Therefore, we divided dynamic capabilities into three dimensions: sensing capability (SC), learning capability (LC), and integration capability (IC).

The constructs examined in this study are measured utilizing validated scales drawn from prior scholarly research. Sensing capability is evaluated according to the conceptual framework developed by Teece and operationalized through the validated scale proposed by Kump et al., assessing an organization's capability to identify emerging market opportunities and respond effectively to environmental changes (Kump et al., 2019; Teece, 2007). Learning capability, a fundamental dimension of dynamic capabilities, is measured using the scale established by Gronum et al., capturing an organization's capabilities to absorb, interpret, and integrate new knowledge to enhance competitive performance (Gronum et al., 2016). Integration capability is assessed through the validated scale introduced by Saukko et al., which evaluates an organization's capability to coordinate internal processes, adjust strategic initiatives, and efficiently integrate and reallocate resources to adapt to dynamic environmental conditions and strengthen its competitive advantage (Saukko et al., 2022).

Business Model Innovation (BMI): Business model innovation (BMI) is the mediating variable. Most scholars divide the business model innovation architecture into value proposition (VPR), value creation (VCR), and value capture (VCA) in recent years (Chen et al., 2020; Guo et al., 2022; Khaddam et al., 2021; Latifi et al., 2021; Nosratabadi et al., 2020). Considering Sichuan tea's unique natural resources, origin advantages, and rich cultural heritage, consumers can be offered distinctive products that deliver exceptional value. Simultaneously, value recovery can be achieved through strategic pricing and diversified sales channels, ensuring sustainable market positioning and competitive advantage. Therefore, this study divides the business model innovation of Sichuan tea enterprises into value creation, value proposition, and value capture. These dimensions provide insights into how enterprises define the value they offer to customers, convert created value into financial benefits, and develop a systematic approach to value creation.

Value Proposition, a fundamental component of business model innovation, is assessed using a validated scale (Bari et al., 2022; Clauss, 2017; Teng & Lu, 2016). The measurement items examine an organization's capabilities to deliver high-quality products, enhance service flexibility, evaluate customer perceptions, and facilitate customer value creation, thereby strengthening market competitiveness. Similarly, Value Creation, a critical determinant of business sustainability, is evaluated using a validated scale (Bari et al., 2022; Clauss, 2017; Nunes & Pereira, 2021; Rudny, 2016). This dimension captures an organization's capability to streamline transactions, enhance customer familiarity with operational processes, provide efficient offerings, allocate valuable resources effectively, and ensure customer satisfaction, all contributing to a sustained competitive advantage. Furthermore, Value Capture, a fundamental aspect of business performance, is measured through a validated scale (Bari et al., 2022; Clauss, 2017; Nunes & Pereira, 2021). The items assess an organization's effectiveness in capturing value through superior product quality, market expansion, and innovative strategies for revenue generation or cost reduction.

Enterprise Competitiveness (EC): Enterprise competitiveness is the dependent variable of this

study. Regarding competitiveness, the study examines market competitiveness, profit capability, and growth capability (Csapi & Balogh, 2020; Zhang et al., 2023), assessing an enterprise's market position, revenue generation capability, and future development prospects.

Enterprise competitiveness is a multidimensional construct that encompasses market competitiveness (MC), profit capability (PC), and growth capability (GC), which is essential for sustaining enterprise competitive advantage. Market competitiveness, measured using a validated scale (Kambhampati, 2000; Nekmahmud & Rahman, 2018; Swink et al., 2007), assesses an enterprise's ability to expand its market share, maintain high levels of customer satisfaction and loyalty, establish a strong presence in target markets, and respond flexibly to dynamic market conditions. Profit capability, based on established measures (Guenzi & Troilo, 2007; Neill et al., 2007; Seggie et al., 2007), evaluates an organization's efficiency in production, return on investment, cost competitiveness, and revenue growth. Growth capability, an essential dimension of long-term sustainability, is measured using a validated scale (Lunnan & Haugland, 2008; Newbert, 2008; Richard et al., 2007) and examines an organization's capability to enhance customer satisfaction, attract new customers, implement employee-driven innovations, achieve managerial satisfaction with performance, and maintain higher productivity than competitors. These dimensions collectively provide a comprehensive framework for assessing enterprise competitiveness and strategic positioning in dynamic business environments.

Results

Descriptive Statistical Analysis

The descriptive statistical analysis shows that the values of the measurement items generally follow a normal distribution, and the means of most measurement items fall within a specific range (for example, between 3 and 4 on a 5-point Likert scale). These results suggest that the respondents' response tendencies are relatively consistent.

Reliability Analysis

Latent	Observed Variable	Cronbach's alpha	Cronbach's Alpha (n=451)
DC	SC	0.884	0.945
	LC	0.886	
	IC	0.881	
BMI	VPR	0.859	
	VCR	0.893	
	VCA	0.833	
EC	MC	0.870	
	PC	0.848	
	GC	0.871	

Table 1.

Results of the reliability analysis of the sample population

Before the validity analysis, we first conducted the overall reliability analysis of the sample, scored the reliability of each potential variable and observed variable, and observed its reliability

coefficient according to the measurement results. According to the measurement results in Table 1, the overall Cronbach's Alpha of the scale was 0.945. The highest Cronbach's Alpha value of each latent variable was 0.886, and the lowest combined reliability of the observed variable was 0.833, which met the requirements of a reliability coefficient greater than 0.7 and a combined reliability greater than 0.6, indicating that the scale had good reliability.

Convergence Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) tests the degree of fit between the investigator's preset factor structure and the actual observed data to help the researcher determine whether the observed variable effectively reflects the underlying construct or factor. First, the researchers examined each latent variable. We measure the internal consistency of an indicator by Composite Reliability, which is the degree to which a set of measurement indicators agree on the underlying variability. In general, if C.R.>0.7, the measurement is considered highly reliable (Hair et al., 2010). AVE (Average Variance Extracted) is used to assess the convergence validity of latent variables, the extent to which a measure can explain the variance of the latent variables. Generally, if the AVE value is more significant than 0.5, the underlying variable has good convergent validity (Fornell & Larcker, 1981).

Amos 27.0, a Structural Equation Model software, was used to conduct first-order and second-order calculations for each dimension of dynamic capabilities, business model innovation, and competitiveness of tea enterprises, and the corresponding parameter estimation and fitting indicators were obtained, as shown in Table 2.

Path Relationship			Estimate	Cronbach's alpha	C.R.	AVE
SC1	<---	Sensing Capability	0.774	0.884	0.883	0.603
SC2	<---	Sensing Capability	0.767			
SC3	<---	Sensing Capability	0.786			
SC4	<---	Sensing Capability	0.779			
SC5	<---	Sensing Capability	0.775			
LC1	<---	Learning Capability	0.782	0.886	0.886	0.608
LC2	<---	Learning Capability	0.756			
LC3	<---	Learning Capability	0.797			
LC4	<---	Learning Capability	0.770			
LC5	<---	Learning Capability	0.793			
IC1	<---	Integration Capability	0.731	0.881	0.882	0.599
IC2	<---	Integration Capability	0.767			
IC3	<---	Integration Capability	0.821			
IC4	<---	Integration Capability	0.756			
IC5	<---	Integration Capability	0.792			

Table 2.

Results of parameter estimation for the dynamic capabilities scale

Table 2 shows that in the confirmatory factor analysis of dynamic capabilities, the path coefficients of the three dimensions of dynamic capabilities are estimated to be between 0.731

and 0.821. It suggests a significant and relatively strong direct relationship between the three dimensions and dynamic capabilities. Changes or improvements in each dimension will considerably impact the enterprise's dynamic capabilities. Cronbach's sensing capability (SC), learning capability (LC), and integration capability (IC) values were 0.884, 0.886, and 0.881, respectively, all higher than the minimum requirement of 0.7. Through the calculations, we came up with the composite reliabilities of sensing capability, learning capability, and integration capability were 0.883, 0.886, and 0.882, all greater than 0.7. The AVE (Average Variance Extracted) values were 0.603, 0.608, and 0.599, respectively, more significant than 0.5. The results show that the dynamic capabilities scale has good reliability and convergence.

	χ^2/df	RMSEA	GFI	NFI	RFI	IFI	TLI	CFI
	1.879	0.044	0.948	0.958	0.949	0.980	0.975	0.980
Acceptable fit	<8	<.05	>.90	>.90	>.90	>.90	>.90	>.90

Table 3.

Results of the DC scale model fitting

From the fitting results of the dynamic capabilities scale model (shown in Table 3), the χ^2/df value is less than 2. The GFI value is more than 0.9, the NFI value, CFI value, RFI value, IFI value, TLI value, and CFI value are all greater than 0.9, and the RMSEA value was less than 0.05, which means the overall model fits the scale well, it can be considered that the scale has good construction validity.

Path Relationship			Estimate
Sensing Capability	<---	Dynamic Capabilities	0.766
Learning Capability	<---	Dynamic Capabilities	0.802
Integration Capability	<---	Dynamic Capabilities	0.771

Table 4.

Results of second-order parameters of DC scale estimation value

Table 4 shows that the correlation coefficients among the three dimensions of dynamic capabilities reach a significant level. Learning capability had the highest factor loading at 0.802, followed by integration capability at 0.771 and sensing capability at 0.766, with all factors loading greater than 0.7, indicating a substantial degree of aggregation among the dimensions when measuring the construct of dynamic capabilities.

Path Relationship			Estimate	Cronbach's alpha	C.R.	AVE
VPR1	<---	Value Proposition	0.771	0.859	0.860	0.605
VPR2	<---	Value Proposition	0.783			
VPR3	<---	Value Proposition	0.808			
VPR4	<---	Value Proposition	0.748			
VCR1	<---	Value Creation	0.830	0.893	0.893	0.625
VCR2	<---	Value Creation	0.768			
VCR3	<---	Value Creation	0.779			
VCR4	<---	Value Creation	0.782			
VCR5	<---	Value Creation	0.793			

VCA1	<---	Value Capture	0.801	0.833	0.833	0.624
VCA2	<---	Value Capture	0.783			
VCA3	<---	Value Capture	0.786			

Table 5.

Results of parameter estimation for the BMI scale

Table 5 shows that in the confirmatory factor analysis of business model innovation, the path coefficients of the three dimensions of business model innovation are estimated to range from 0.748 to 0.808. It suggests that these three dimensions have a relatively strong direct influence on business model innovation. The Cronbach's α values of value proposition (VPR), value creation (VCR), and value capture (VCA) were 0.859, 0.893, and 0.833, respectively, all surpassing the minimum requirement of 0.7. The calculations found that the Composite Reliability of value proposition, value creation, and value capture were 0.860, 0.893, and 0.833, respectively, all greater than 0.7. The AVE values were 0.605, 0.625, and 0.624, respectively, exceeding 0.5. The results demonstrate the business model innovation scale's reliability and convergence.

	χ^2/df	RMSEA	GFI	NFI	RFI	IFI	TLI	CFI
	1.692	0.039	0.967	0.971	0.962	0.988	0.984	0.988
Acceptable fit	<8	<.05	>.90	>.90	>.90	>.90	>.90	>.90

Table 6.

The BMI scale model fitting result

Table 6 shows that the χ^2/df value was 1.692, less than 2, the GFI value is more significant than 0.9, the NFI value, CFI value, RFI value, IFI value, TLI value, and CFI value are all above 0.9, and the RMSEA value was 0.039, less than 0.05. The overall model fits the scale well. Based on the above comprehensive analyses, we can conclude that the scale has relatively good construct validity. Therefore, the model conforms to the standard of the Structural Equation Model.

Path Relationship			Estimate
Value Proposition	<---	Business Model Innovation	0.782
Value Creation	<---	Business Model Innovation	0.821
Value Capture	<---	Business Model Innovation	0.746

Table 7.

Results of second-order parameters of BMI scale estimation value

Table 7 shows that the correlation coefficients among the three dimensions of business model innovation reach a significant level. Value creation had the highest factor loading at 0.821, followed by value proposition at a loading of 0.782 and value capture at a factor loading of 0.746. All factor loadings are more significant than 0.7, indicating substantial aggregation among the dimensions when measuring the business model innovation construct.

Path Relationship			Estimate	Cronbach's alpha	C.R.	AVE
MC1	<---	Marketing Competitiveness	0.816	0.870	0.870	0.627

MC2	<---	Marketing Competitiveness	0.776			
MC3	<---	Marketing Competitiveness	0.793			
MC4	<---	Marketing Competitiveness	0.781			
PC1	<---	Profit Capability	0.796			
PC2	<---	Profit Capability	0.749	0.848	0.848	0.582
PC3	<---	Profit Capability	0.762			
PC4	<---	Profit Capability	0.744			
GC1	<---	Growth Capability	0.767			
GC2	<---	Growth Capability	0.754	0.871	0.871	0.574
GC3	<---	Growth Capability	0.760			
GC4	<---	Growth Capability	0.755			
GC5	<---	Growth Capability	0.753			

Table 8.

Results of parameter estimation for the EC scale

Table 8 shows that in the confirmatory factor analysis for enterprise competitiveness, the estimated values of the path coefficients of the three dimensions of enterprise competitiveness range from 0.744 to 0.816, which indicates a robust direct correlation between these three dimensions and enterprise competitiveness. The Cronbach's α values of marketing competitiveness, profit capability, and growth capability are 0.870, 0.848, and 0.871, respectively, all exceeding the minimum requirement of 0.7. Through calculation, it was found that the composite reliabilities of marketing competitiveness, profit Capability, and growth capability are 0.870, 0.848, and 0.871, respectively, all greater than 0.7. The AVEs (Average Variance Extraction) were 0.627, 0.582, and 0.574, respectively, exceeding 0.5. The results indicate that the measurement scale of enterprise competitiveness has good reliability and convergence.

	χ^2/df	RMSEA	GFI	NFI	RFI	IFI	TLI	CFI
	1.782	0.042	0.961	0.963	0.954	0.984	0.979	0.984
Acceptable fit	<8	<.05	>.90	>.90	>.90	>.90	>.90	>.90

Table 9.

Results of the EC scale model fitting result

According to the fitting of the enterprise competitiveness model (Table 9), χ^2/df value was 1.782, less than 2, GFI value was 0.961, more significant than 0.9, NFI value, CFI value, RFI value, IFI value, TLI value, and CFI value are respectively: 0.961, 0.963, 0.954, 0.984, 0.979, 0.984. The values are all greater than 0.9, and the RMSEA value was 0.042, less than 0.05. The overall model and scale fit well. Based on the above analysis, this scale has good construct validity.

Path Relationship			Estimate
Marketing Competitiveness	<---	Enterprise Competitiveness	0.788
Profit Capability	<---	Enterprise Competitiveness	0.765

Growth Capability	<---	Enterprise Competitiveness	0.760
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Table 10.

Results of second-order parameters of EC scale estimation value

Table 10 shows that the correlation coefficients among the three dimensions of enterprise competitiveness reach a significant level. Marketing competitiveness had the highest factor loading at 0.788, followed by profit capability at 0.765 and growth capability at 0.760, all factors loading greater than 0.7, indicating a substantial degree of aggregation among the dimensions when measuring the construct of EC.

Pearson's correlation analysis in Table 11 reveals significant relationships between dynamic capabilities (SC, LC, IC), business model innovation (VPR, VCR, VCA), and enterprise competitiveness (MC, PC, GC) among Sichuan tea enterprises. The results show that dynamic capabilities are positively correlated with business model innovation, with learning capability and integration capability (IC) exhibiting the strongest associations with value proposition (VPR) and value creation (VCR) ($r = 0.343-0.398$, $p < 0.01$). Additionally, business model innovation dimensions significantly correlate with enterprise competitiveness, particularly value creation (VCR) and market competitiveness (MC) ($r = 0.364$, $p < 0.01$), indicating that effective business model transformation enhances competitive advantage. Furthermore, enterprise competitiveness indicators (MC, PC, GC) show strong interrelations, reinforcing that market competitiveness can sustain growth. These findings align with dynamic capabilities theory, highlighting that enhancing sensing, learning, and integration capability fosters business model innovation, strengthening enterprise competitiveness.

Pearson's Correlation Analysis

	AVE	SC	LC	IC	VPR	VCR	VCA	MC	PC	GC
SC	0.603	0.777								
LC	0.608	0.545*	0.780							
IC	0.599	.521**	.549*	0.774						
VPR	0.605	.320**	.343*	.398*	0.778					
VCR	0.625	.346**	.318*	.393*	.564*	0.790				
VCA	0.624	.278**	.372*	.321*	.495*	.528*	0.790			
MC	0.627	.322**	.376*	.330*	.372*	.364*	.365*	0.792		
PC	0.582	.331**	.393*	.348*	.329*	.392*	.314*	.516*	0.763	
GC	0.574	.303**	.344*	.314*	.306*	.322*	.308*	.521*	.498*	0.758

Note: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$; Correlation coefficients omit leading zeros for brevity.

Results of Pearson's correlation analysis for each dimension

Direct Effect Test

Based on the above analysis, the mediating effect of business model innovation on the relationship between dynamic capabilities and the competitiveness of Sichuan tea enterprises aligns with the requirements of the Structural Equation Model (SEM). Following the analytical framework for tea enterprise competitiveness in Sichuan, a structural equation model was developed and subjected to an initial fitting test using AMOS 27.0. The corresponding fitting parameters are presented in Table 12.

fit index	The standard or critical value	Observed value
Absolute fit index		
χ^2/df (Chi-square)	Between 1 to 3	1.257
RMSEA	<0.5	0.024
Relative fit index		
GFI (Goodness-of-Fit Index)	>0.9	0.907
NFI (Normed Fit Index)	>0.9	0.915
RFI (Relative Fit Index)	>0.9	0.909
IFI (Incremental Fit Index)	>0.9	0.981
TLI (Tucker-Lewis Index)	>0.9	0.980
CFI (Comparative Fit Index)	>0.9	0.981

Table 12.

Results of the SEM model fitting (n=451)

Table 12 shows that the absolute fit index confirms the model's adequacy. The chi-square to degrees of freedom ratio (χ^2/df) was 1.257, which falls within the acceptable range of 1 to 3, indicating a relatively satisfactory model fit. Additionally, the root mean square error of approximation (RMSEA) was 0.024, below the standard threshold of 0.05. These fit index results suggest the model has minimal approximation error and demonstrates a strong overall fit. The normed fit index was 0.915, higher than 0.9, indicating the model has a favorable fit. The relative fit index (RFI) was 0.909, more significant than 0.9, further supporting the model's fit effect. The incremental fit index was 0.981, above 0.9, signifying a high level of model fit. The Tucker-Lewis index (TLI) was 0.980, more than 0.9, reflecting that the model fits well. The comparative fit index (CFI) was 0.981, surpassing 0.9, indicating an excellent model fit. The structural equation of the impact of enterprise dynamic capabilities on the competitiveness of Sichuan tea enterprises, with business model innovation as the mediating variable, is depicted in Figure 2.

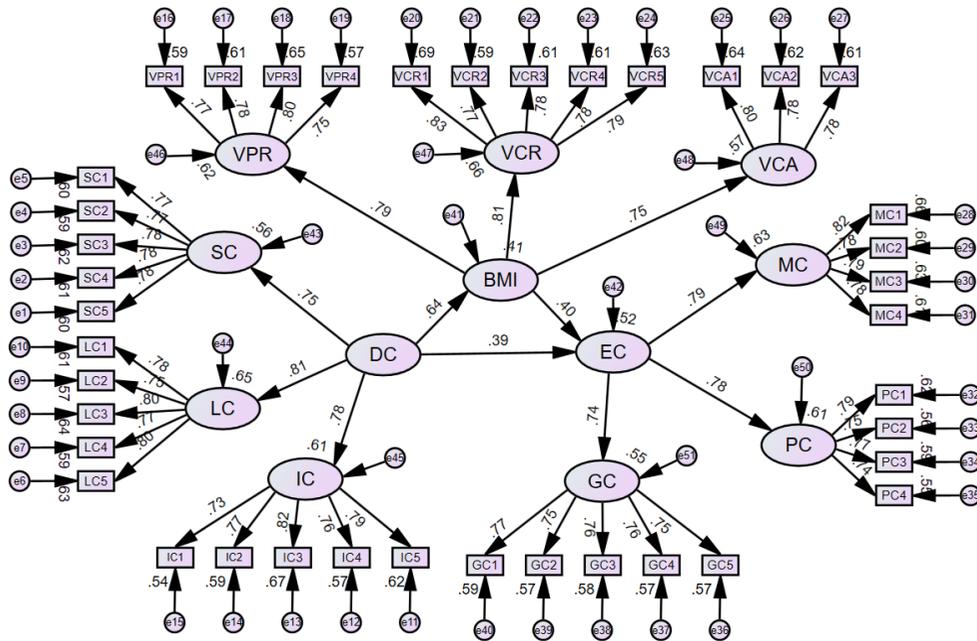


Figure 2.

Structural equation model fitting diagram of the influence of dynamic capabilities on the competitiveness of Sichuan tea enterprises

Figure 2 visualizes the relationships among the key variables in the study. Rectangles represent observed variables, which include specific measurement items for sensing capability (SC), learning capability (LC), integration Capability (IC), value proposition (VPR), value creation (VCR), value capture (VCA), market competitiveness (MC), profit capability (PC), and growth capability (GC). These observed variables provide the empirical basis for the study. Ellipses represent latent variables, namely dynamic capabilities (DC), business model innovation (BMI), and enterprise competitiveness (EC). These core abstract concepts are inferred indirectly through observed variables, as they cannot be measured directly. The arrows in the figure indicate the paths of influence among variables, reflecting important theoretical hypotheses and empirical findings. For example, the arrow from dynamic capabilities (DC) to business model innovation (BMI) indicates that dynamic capabilities (DC) changes may trigger corresponding business model innovation BMI changes. The path coefficient quantifies this relationship, meaning that a 1-unit increase in DC is associated with a 0.135-unit rise in BMI. Similarly, the coefficient of 0.436 on the path from BMI to EC indicates that a 1-unit increase in business model innovation (BMI) is associated with a 0.436-unit increase in EC. The coefficient of 0.088 on the path from dynamic capabilities (DC) to EC means that a 1-unit increase in dynamic capabilities (DC) is associated with a 0.088-unit increase in enterprise competitiveness (EC). These coefficients reveal both the direction and intensity of the relationships among variables, providing a basis for analyzing the complex interactions between dynamic capabilities, business model innovation, and enterprise competitiveness.

Based on the operational results of the structural equation model (SEM), Table 13 systematically presents the path relationships among the three core variables of dynamic capabilities (DC),

business model innovation (BMI), and enterprise competitiveness (EC). It specifically includes key statistical indicators such as path coefficients (Estimate), standard errors (S.E.), critical ratios (C.R.), significance probabilities (P), and standardized regression weights.

Path Relationship			Estimate	S.E.	C.R.	P	Standardized Regression Weights
BMI	<---	DC	0.135	0.014	9.322	***	0.642
EC	<---	BMI	0.436	0.086	5.073	***	0.406
EC	<---	DC	0.088	0.018	4.883	***	0.390

* $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Table 13.

Structural equation model path results (n=451)

Table 13 shows that the estimated path coefficient from dynamic capabilities (DC) to business model innovation (BMI) was 0.135, which indicates that dynamic capabilities (DC) has a positive effect on Business Model Innovation (BMI). The standard error (S.E.) of the estimated value was 0.014. When the significance level $P < 0.001$, the critical ratio reaches 9.322, and its absolute value exceeds the necessary threshold of 3.29. When the significance level was 0.001, researchers can estimate that the parameter is significantly non-zero, indicating a statistically significant relationship between dynamic capabilities (DC) and business model innovation (BMI). For every 1 unit increase in DC, Business Model Innovation (BMI) increased by an average of 0.135 units. The estimated value of the standardized regression weight was 0.642, indicating that dynamic capabilities (DC) can explain business model innovation (BMI). In conclusion, dynamic capabilities (DC) significantly positively affects business model innovation (BMI). The study verifies the positive relationship between dynamic capabilities and business model innovation, confirming hypothesis 1.

The estimated path coefficient from business model innovation (BMI) to enterprise competitiveness (EC) was 0.436, which shows that business model innovation has a positive role in promoting the competitiveness of enterprises. With the innovation of business models, the competitiveness of enterprises has demonstrated a trend of improvement. The standard error (S.E.) of the estimated value was 0.086. When the significance level $P < 0.001$, the critical ratio reaches 5.073, and its absolute value exceeds the necessary threshold of 3.29. When the significance level was 0.001, researchers can estimate that the parameter is significantly non-zero, indicating a statistically significant relationship between business model innovation (BMI) and enterprise competitiveness (EC). For every 1 unit increase in business model innovation (BMI), enterprise competitiveness (EC) increased by an average of 0.436 units. The estimated value of standardized regression weight was 0.406, indicating that business model innovation (BMI) can explain enterprise competitiveness (EC). In conclusion, business model innovation (BMI) significantly positively affects enterprise competitiveness (EC). The study verifies the positive relationship between business model innovation (BMI) and enterprise competitiveness (EC), confirming hypothesis 2.

The estimated path coefficient from dynamic capabilities (DC) to enterprise competitiveness (EC) was 0.088, which indicates that dynamic capabilities (DC) plays a positive role in promoting enterprise competitiveness (EC). However, compared with the path coefficient of dynamic capabilities on business model innovation mentioned above (0.135) and the path

coefficient of business model innovation (BMI) on enterprise competitiveness (0.436), this coefficient value is small, indicating that dynamic capabilities has a relatively weak role in improving enterprise competitiveness. The standard error (S.E.) of the estimated value was 0.018. When the significance level $P < 0.001$, the critical ratio reaches 4.883, and its absolute value exceeds the necessary threshold of 3.29. When the significance level was 0.001, the estimation shows that the parameter is significantly non-zero, indicating a statistically significant relationship between dynamic capabilities (DC) and enterprise competitiveness (EC). For every 1-unit increase in dynamic capabilities (DC), enterprise competitiveness (EC) increases by an average of 0.088 units. The estimated value of the standardized regression weight was 0.390, indicating that dynamic capabilities (DC) can explain enterprise competitiveness (EC). To sum up, dynamic capabilities have a positive impact on enterprise competitiveness. The hypothesis of a positive correlation between dynamic capabilities and enterprise competitiveness is verified, and hypothesis 3 is accepted.

Mediating Effect Testing

Path	Estimate	Lower	Upper	P
DC-BMI-EC Mediating effect	0.158	0.114	0.209	0.00
DC-EC Total Effect	0.464	0.391	0.531	0.00
Ratio	0.34	0.24	0.465	0.00

Table 14.

Results of the mediating effect on business model innovation (BMI)

Table 14 shows that the mediating effect of dynamic capabilities (DC) on enterprise competitiveness (EC) through business model innovation was 0.158, the total effect value of dynamic capabilities (DC) on enterprise competitiveness (EC) was 0.464, and the effect value was within 95% confidence interval, excluding 0. The mediating effect accounts for 34% of the total effect. Therefore, business model innovation (BMI) has a significant partial mediating effect on the impact of dynamic capabilities (DC) on firm competitiveness (EC), and hypothesis 4 was accepted.

Conclusion and Recommendation

Conclusion

This study deeply analyzes the relationships among the dynamic capabilities, business model innovation (BMI), and enterprise competitiveness of Sichuan tea enterprises, providing rich insights into the theories and practices of dynamic capabilities and business model innovation. The research findings show that all dimensions of dynamic capabilities, including sensing, learning, and integration, are significantly and positively correlated with business model innovation (Eisenhardt & Martin, 2000; Heider et al., 2021; Mancuso et al., 2023). This discovery is highly consistent with the dynamic capabilities theory proposed by Teece (2007). Enterprises can integrate, build, and reconfigure resources through dynamic capabilities, promoting business model innovation.

Meanwhile, the positive impact of business model innovation on enterprise competitiveness has also been verified. Innovations from value proposition and value creation to value capture comprehensively enhance enterprises' market competitiveness, profit-making ability, and growth capability (Oke et al., 2016). For example, some enterprises have innovatively launched

tea-tourism products that integrate tea culture experiences. They accurately target consumers who pursue cultural connotations, attract tourists through a unique value-creation process, expand sales channels to achieve value capture, and ultimately enhance the comprehensive competitiveness of the enterprises. This practical case is consistent with scholars' definitions and role descriptions of business model innovation, once again proving the crucial role of innovative business models in enhancing enterprise competitiveness (Zott & Amit, 2013).

It is worth noting that although dynamic capabilities directly impact enterprise competitiveness, the path coefficient is relatively small, and business model innovation plays a significant partial mediating role, accounting for approximately 34% of the total effect. This result implies that enterprises cannot rely solely on dynamic capabilities to enhance their competitiveness; they largely depend on the intermediate link of business model innovation (Liu et al., 2024).

Compared with previous studies, this research focuses on the traditional tea industry, expanding the application scope of the theories of dynamic capabilities and business model innovation. Past studies mainly concentrated on high-tech industries, while this study indicates that these theories are also applicable to traditional industries. The market environment, resource conditions, and cultural background they face are quite different from those of high-tech enterprises. However, they can still benefit from dynamic capabilities and innovation in business models. This discovery provides a new theoretical basis and practical references for transforming and upgrading traditional industries.

From a practical perspective, this study provides clear guidance for developing Sichuan tea enterprises. Enterprises should actively cultivate and enhance dynamic capabilities, enhance the perception of market changes, continuously learn new technologies and concepts, and efficiently integrate internal and external resources to drive business model innovation. For example, enterprises can use big data analysis technology to enhance market perception capabilities and timely adjust product structures and marketing strategies. Meanwhile, by strengthening cooperation with scientific research institutions and universities through joint laboratories or quarterly technical training sessions, they can learn advanced planting and processing technologies to improve product quality. Additionally, enterprises should integrate upstream and downstream industrial chain resources, build industrial alliances, and achieve collaborative development. At the same time, by optimizing the value proposition, innovating the value-creation method, and improving the value-capture mechanism, enterprises can continuously enhance their competitiveness.

However, this study also has certain limitations. In terms of samples, only 10 Sichuan tea enterprises were selected. The sample size is relatively small, and the region is relatively concentrated, which may not fully represent the overall situation of Sichuan tea enterprises. Future research can expand the sample scope to cover more areas, enterprises of different scales, and operation models to enhance the universality of research conclusions. In terms of research methods, this study mainly used cross-sectional data for analysis, which makes it challenging to reveal the dynamic change relationships among variables. Subsequent research can consider using longitudinal research methods to track the development of enterprises at different time points and deeply explore the dynamic evolution process among dynamic capabilities, business model innovation, and enterprise competitiveness. In addition, this study did not fully consider the moderating effects of external environmental factors on the relationships among the three, such as policies and regulations, economic situations, and cultural differences. Future research can introduce these moderating variables to construct a more perfect theoretical model.

Recommendation

Recommendation for Enterprise

Strengthen the development of dynamic capabilities. Sichuan tea enterprises should increase investment in market research and data analysis. They can establish a dedicated market monitoring team or cooperate with professional institutions to perceive market trends, changes in consumer demands, and the dynamics of industry technological innovation in a timely and accurate manner. For example, big data can analyze consumers' preferences for different tea categories, packaging forms, and sales channels, providing a basis for product research, development, and market expansion. At the same time, encourage employees within the enterprise to actively learn new knowledge and skills. Regularly organize training and communication activities to promote knowledge sharing and create an intense learning atmosphere. Enterprises should also strengthen the integration of internal resources, optimize business processes, break down departmental barriers, and improve resource allocation efficiency. For instance, integrate the resources of production, sales, and research and development departments to achieve the coordinated development of the entire industrial chain from tea planting and processing to sales, and quickly respond to market changes.

Continuously Promote Business Model Innovation: In terms of value proposition, deeply explore Sichuan tea's cultural connotations and characteristics, and launch differentiated products and services combined with market demands. For example, develop high-end customized tea gifts with the theme of Sichuan tea culture to meet consumers' needs for personalized and high-quality products; create special tourism projects that integrate tea-leaf picking, production experiences, and tea-culture lectures to provide consumers with unique cultural experiences. New technologies and models must be introduced in the value-creation link to improve production efficiency and product quality. For example, intelligent planting technology can be adopted to control the tea-growing environment precisely, enhance the quality of tea and yield, use the Internet platform to carry out live-streaming sales, expand sales channels, and reduce marketing costs. In terms of value capture, optimize the profit model, increase the added value of products through brand building, set reasonable prices to ensure profit margins, and strengthen cooperation with partners to achieve mutual benefit and win-win results.

Recommendation for Industry

Strengthen Industry Cooperation and Communication. Industry associations should be a bridge and link, and various communication activities for tea enterprises, such as industry seminars and exhibitions, should be organized to promote experience sharing and cooperation among enterprises. Encourage enterprises to carry out cooperation projects in technology research and development, market development, and other aspects, jointly overcome industry problems, and enhance the industry's overall competitiveness. For example, jointly carry out research and development of tea-planting technologies with enterprises and scientific research institutions to improve the disease - and - pest resistance and quality of tea; jointly create a regional brand for Sichuan tea, unify the brand image and publicity, and enhance the popularity and influence of Sichuan tea in domestic and international markets.

Promote Industry Standardization in Construction. Formulate and improve the standard system for tea production, processing, sales, and other links, regulate industry order, and ensure product quality and safety. Strengthen the standardization training and guidance for enterprises, guide enterprises to carry out production and operations following standards, and improve the overall

standardization level of the industry. Through standardized construction, Sichuan tea's quality stability and brand image are improved, enhancing market competitiveness. For example, strict standards for tea pesticide residues and production processes should be formulated, and the supervision of the tea production process should be strengthened to protect consumers' health rights and interests.

Recommendation for Government

Increase Policy Support. The government should introduce relevant preferential policies, such as tax exemptions and financial subsidies, to encourage tea enterprises to carry out technological innovation, equipment upgrading, and business model innovation. Set up special funds to support enterprises in new product research and development, market expansion, talent cultivation, and other activities. For example, give tax preferences to enterprises that use the latest technologies for tea processing, provide financial subsidies to enterprises that actively expand overseas markets, and give special awards to enterprises that introduce high-end talents.

Improve Infrastructure Construction. Strengthen the infrastructure construction in tea-producing areas, improve transportation, logistics, communication, and other conditions, and reduce the operating costs of enterprises. Strengthen and improve the construction of professional tea markets and logistics parks to improve the circulation efficiency of tea. For example, increase investment in road construction in tea-producing areas to improve traffic congestion and build modern logistics distribution centers equipped with advanced warehousing facilities to ensure that tea products can be delivered to consumers in a timely and safe. At the same time, it strengthens rural informatization construction, improves network coverage and communication quality, and provides a good basic condition for enterprises to conduct e-commerce business.

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