



Abstract

Author keywords < Back to results | < Previous 117 of 182 Next >

Sustainable Development Download Print Save to PDF Save to list Create bibliography

Goals 2023 **Polish Journal of Management Studies** • Open Access • Volume 20, Issue 1, Pages 293 - 304 • 2019

SciVal

Topics	Document type	Source type	ISSN	DOI	View more
Metrics	Article • Bronze Open Access	Journal	20817452	10.17512/pjms.2019.20.1.26	View more

Customer experience and organizational agility driven business model innovation to shape sustainable development

[Doświadczenie klienta i sprawność organizacyjna model w dziedzinie biznesu, kształtujący zrównoważony rozwój]

Mihardjo, Leonardus W. W.^a ; Sasmoko^a ; Rukmana, Riza A. N.^b

Save all to author list

^a Bina Nusantara University, Jakarta, Indonesia

^b Industrial Engineering Department, Telkom University, Bandung, Indonesia

12 <small>55th percentile</small> Citations in Scopus	0.55 FWCI	126 Views count	View all metrics
--	--------------	--------------------	------------------

Full text options Export

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. © 2019, Czestochowa University of Technology. All rights reserved.

Author keywords

Business model innovation; Customer experience orientation; Operational efficiency; Organizational agility; Sustainability; Transformational performance

Cited by 12 documents

Do changes in the business environment and sustainable development really matter for enhancing enterprise development?

Brychko, M. , Bilan, Y. , Lyeonov, S. (2023) *Sustainable Development*

Agility, innovation, environmental management and competitiveness in the hotel industry

López-Gamero, M.D. , Molina-Azorín, J.F. , Pereira-Moliner, J. (2023) *Corporate Social Responsibility and Environmental Management*

Managing environmental sustainability in customer experience processes: A multi-stakeholder analysis within the food delivery ecosystem

Calza, F. , Sorrentino, A. , Tutore, I. (2023) *Business Process Management Journal*

View all 12 citing documents

Inform me when this document is cited in Scopus:

[Set citation alert >](#)

Related documents

Transforming into sustainable innovation-driven digital co-creation: The role of experience, community and agility

Mihardjo, L.W.W. , Sasmoko , Alamsjah, F. (2019) *International Journal of Recent Technology and Engineering*

Driving transformation performance through innovation and experience model

Bawono, M. , Mihardjo, L.W.W. (2020) *Management Science Letters*

Engaging customer experience in accelerating transformational performance through co-creation strategy

Alamsjah, F. , Mihardjo, L.W.W. , Djoemadic, F.R.

References (34)

View in search results format >

All

[Export](#)  [Print](#)  [E-mail](#)  [Save to PDF](#) [Create bibliography](#)

-
- 1 Aspara, J., Lamberg, J.-A., Laukia, A., Tikkanen, H.
Strategic management of business model transformation: Lessons from Nokia

(2011) *Management Decision*, 49 (4), pp. 622-647. Cited 110 times.
doi: 10.1108/00251741111126521

[View at Publisher](#)
-
- 2 Berman, S.J.
Digital transformation: Opportunities to create new business models

(2012) *Strategy and Leadership*, 40 (2), pp. 16-24. Cited 561 times.
doi: 10.1108/10878571211209314

[View at Publisher](#)
-
- 3 Berman, S.J., Kesterson-Townes, L., Marshall, A., Srivathsa, R.
How cloud computing enables process and business model innovation

(2012) *Strategy and Leadership*, 40 (4), pp. 27-35. Cited 93 times.
doi: 10.1108/10878571211242920

[View at Publisher](#)
-
- 4 Carvalho, A.M., Sampaio, P., Rebentisch, E., Carvalho, J.Á., Saraiva, P.
Operational excellence, organisational culture and agility: the missing link?

(2019) *Total Quality Management and Business Excellence*, 30 (13-14), pp. 1495-1514. Cited 84 times.
<http://www.tandf.co.uk/journals/titles/14783363.asp>
doi: 10.1080/14783363.2017.1374833

[View at Publisher](#)
-
- 5 Chakravarty, A., Grewal, R., Sambamurthy, V.
Information technology competencies, organizational agility, and firm performance: Enabling and facilitating roles

(2013) *Information Systems Research*, 24 (4), pp. 976-997. Cited 364 times.
<http://pubsonline.informs.org/doi/pdf/10.1287/isre.2013.0500>
doi: 10.1287/isre.2013.0500

[View at Publisher](#)
-

- 6 Cohen, J.
A power primer
(1992) *Psychological Bulletin*, 112 (1), pp. 155-159. Cited 31543 times.
www.apa.org/journals/bul.html
doi: 10.1037/0033-2909.112.1.155
View at Publisher
-
- 7 Doz, Y.L., Kosonen, M.
Embedding strategic agility: A leadership agenda for accelerating business model renewal
(2010) *Long Range Planning*, 43 (2-3), pp. 370-382. Cited 766 times.
doi: 10.1016/j.lrp.2009.07.006
View at Publisher
-
- 8 Fatma, S.
Antecedents and Consequences of Customer Experience Management – A Literature Review and Research Agenda
(2014) *International Journal of Business and Commerce*, 3 (6), pp. 32-49. Cited 40 times.
-
- 9 Fornell, C., Cha, J.
Partial Least Squares
(1994) . *Advanced Methods of Marketing Research*, 407, pp. 52-78. Cited 1185 times.
-
- 10 Grabara, J.
Sustainable development - Never fulfilled dream
(2019) *Quality - Access to Success*, 20, pp. 565-570. Cited 15 times.
http://www.srac.ro/calitatea/en/arhiva_journal.html
-
- 11 Hair, J.F., Ringle, C.M., Sarstedt, M.
Partial Least Squares Structural Equation Modeling: Rigorous Applications, Better Results and Higher Acceptance
(2013) *Long Range Planning*, 46 (1-2), pp. 1-12. Cited 2849 times.
www.elsevier.com/inca/publications/store/3/5/8/
doi: 10.1016/j.lrp.2013.01.001
View at Publisher
-
- 12 Henriette, E., Feki, M., Boughzala, I.
The Shape of Digital Transformation: A Systematic Literature Review
(2016) *Information Systems in a Changing Economy and Society: MCIS2015 Proceedings*, p. 431. Cited 209 times.
France
-

- 13 Kohli, R., Johnson, S.
Digital transformation in latecomer industries: CIO and CEO leadership lessons from Encana Oil & Gas (USA) Inc.

(2011) *MIS Quarterly Executive*, 10 (4), pp. 141-156. Cited 102 times.
<http://misqe.org/ojs2/index.php/misqe/article/viewFile/397/287>
-
- 14 Latham, J.R.
A framework for leading the transformation to performance excellence part I: CEO perspectives on forces, facilitators, and strategic leadership systems

(2013) *Quality Management Journal*, 20 (2), pp. 12-33. Cited 42 times.
<http://rube.asq.org/quality-management/2013/04/quality-management/full-issue-qmj-volume-20-issue-2.pdf>
doi: 10.1080/10686967.2013.11918095

View at Publisher
-
- 15 Leonhardt, D., Haffke, I., Kranz, J., Benlian, A.
Reinventing the it function: The role of IT agility and IT ambidexterity in supporting digital business transformation

(2017) *Proceedings of the 25th European Conference on Information Systems, ECIS 2017*, pp. 968-984. Cited 53 times.
<https://aisel.aisnet.org/ecis2017/>
ISBN: 978-099155670-0
-
- 16 Loucks, J., Bradley, J., Macaulay, J., Noronha, A., Wade, M.
Digital Vortex: How Digital Disruption is Redefining Industries
(2015) *Global Center for Digital Business Transformation*, pp. 1-24. Cited 70 times.
June
-
- 17 Lu, Y., Ramamurthy, K.
Understanding the link between information technology capability and organizational agility: An empirical examination

(2011) *MIS Quarterly: Management Information Systems*, 35 (4), pp. 931-954. Cited 883 times.
<http://misq.org/misq/downloads/download/article/938/>
doi: 10.2307/41409967

View at Publisher
-
- 18 Mihardjo, L.W.W., Sasmoko, Alamsjah, F., Elidjen
The influence of digital customer experience and electronic word of mouth on brand image and supply chain sustainable performance (Open Access)

(2019) *Uncertain Supply Chain Management*, 7 (4), pp. 691-702. Cited 19 times.
http://www.growing-science.com/uscm/Vol7/uscm_2019_9.pdf
doi: 10.5267/j.uscm.2019.4.001

View at Publisher
-

- 19 Nold, H., Michel, L.
(2013) *The Performance Triangle: A Model for Corporate Agility*. Cited 8 times.
Retrieved from
<https://www.agilityinsights.net/media/archive1/downloads/AgilityInsights-ThePerformanceTriangle.pdf>
-
- 20 Parise, S., Guinan, P.J., Kafka, R.
Solving the crisis of immediacy: How digital technology can transform the customer experience

(2016) *Business Horizons*, 59 (4), pp. 411-420. Cited 191 times.
<http://www.elsevier.com/locate/bushor>
doi: 10.1016/j.bushor.2016.03.004

View at Publisher
-
- 21 Pradhan, R.P., Mallik, G., Bagchi, T.P.
Information communication technology (ICT) infrastructure and economic growth: A causality evinced by cross-country panel data

(2018) *IIMB Management Review*, 30 (1), pp. 91-103. Cited 169 times.
http://www.elsevier.com/wps/find/journaldescription.cws_home/723616/description#description
doi: 10.1016/j.iimb.2018.01.001

View at Publisher
-
- 22 Shrivastava, P.
Effect of Co-Creation on Customer Experience, Trust and Brand Loyalty
(2016) *International Journal of Sales & Marketing Management Research and Development (IJSMMRD)*, 6 (6), pp. 1-14. Cited 15 times.
-
- 23 Rajiani, I., Bačík, R., Fedorko, R., Rigelský, M., Szczepańska-Woszczyzna, K.
The alternative model for quality evaluation of health care facilities based on outputs of management processes

(2018) *Polish Journal of Management Studies*, 17 (1), pp. 194-208. Cited 44 times.
www.pjms.zim.pcz.pl
doi: 10.17512/pjms.2018.17.1.16

View at Publisher
-
- 24 Samudro, A., Sumarwan, U., Simanjuntak, M., Yusuf, E.Z.
How Commitment, Satisfaction, and Cost Fluctuations Influence Customer Loyalty
(2019) *Journal of Management and Marketing Review*, 4 (2), pp. 115-125. Cited 8 times.
-