



Abstract

Author keywords < Back to results | < Previous 121 of 182 Next >

Sustainable Development Goals 2023 Download Print Save to PDF Save to list Create bibliography

International Journal of Economics and Business Research • Volume 18, Issue 3, Pages 369 - 386 • 2019

Document type	Source type	ISSN	DOI	View more
Article	Journal	17569850	10.1504/IJEBR.2019.102736	View more

Digital transformation: A transformational performance-based conceptual model through co-creation strategy and business model innovation in the Industry 4.0 in Indonesia

Wasono Mihardjo, Leonardus W.^a ; Sasmoko^b ; Alamsjah, Firdaus^a ; Elidjen^c Save all to author list

^a School of Management, BINUS Business School, Bina Nusantara University, West Jakarta, Indonesia

^b Faculty of Humanities, Bina Nusantara University, West Jakarta, Indonesia

^c Department of Computer Science, Bina Nusantara University, West Jakarta, Indonesia

8 66th percentile Citations in Scopus	0.84 FWCI	245 Views count	View all metrics
---------------------------------------	-----------	-----------------	------------------

Full text options Export

Abstract

This paper seeks to portray the conceptual model of ICT companies in transforming their business and organisation capabilities to face Industry 4.0 through co-creation strategies and business model innovations in Indonesia markets. The Indonesian market is unique in terms of its ICT infrastructure, but still left behind compared to other countries. However, the market has tremendous opportunities in terms of digital capability innovations. The strategic management outline used as a framework for this paper. Mediating variables were co-creation strategies and business innovations with distinctive organisational capability as an internal factor and consumer orientation as the external independent factor. The construct of co-creation strategy and transformational performance were discussed. This model of digital transformation was a suitable model for senior leaders to transform digital business capability and academics. Moreover, the model and construct of variable can be used to further develop the theory of digital transformation. Copyright © 2019 Inderscience Enterprises Ltd.

Author keywords

Business model innovation; Co-creation strategy; Digital transformation; Indonesia; Industry 4.0; Transformational performance

Sustainable Development Goals 2023 New

SciVal Topics

Cited by 8 documents

Impact of digital leadership on open innovation: a moderating serial mediation model

Fatima, T. , Masood, A. (2024) *Journal of Knowledge Management*

Digital Transformation and the Performance of SMEs During Isolation by COVID-19

Espinoza-Villalobos, L.E. , Diaz Zelada, Y. , Moscoso Zegarra, G.W. (2023) *Smart Innovation, Systems and Technologies*

Local governments during the pandemic: shifting the S.M.A.R.T paradigm

Loia, F. , Maione, G. (2023) *International Journal of Economics and Business Research*

View all 8 citing documents

Inform me when this document is cited in Scopus:

Set citation alert

Related documents

Mediating role of co-creation strategy on the relationship between business model innovation and corporate reputation: A case study on Indonesian telecommunication firms

Mihardjo, L.W.W. , Sasmoko , Alamsjah, F. (2019) *Journal of Technical Education and Training*

Developing vocational training: Lesson learnt from building business model innovation through customer experience and distinctive organizational capability

Mihardjo, L. , Elidjen , Alamsjah, F. (2020) *Journal of Technical Education and Training*

The role of distinctive organisational capability in formulating co-creation strategy and business model innovation | Rola wyróżniającego się rozwoju organizacyjnego w formułowaniu

References (73)

[View in search results format >](#) All[Export](#) [Print](#) [E-mail](#) [Save to PDF](#) [Create bibliography](#)

-
- 1 Abdelkafi, N., Makhotin, S., Posselt, T.
Business model innovations for electric mobility-what can be learned from existing business model patterns?

(2013) *International Journal of Innovation Management*, 17 (1), art. no. 1340003. Cited 230 times.
doi: 10.1142/S1363919613400033

[View at Publisher](#)
-
- 2 Akram, A.
Value creation in digital ecosystem – A study of remote diagnostics
(2013) *The 36th Information Systems Research Seminar in Scandinavia*, pp. 1-10. Cited 7 times.
-
- 3 Al-Dmour, H., Amin, E.B.A.
The effect of market orientation on service innovation: A study on the information and communication technology (ICT) sector in Jordan
(2018) *International Journal of Humanities and Social Science*, 2 (19), pp. 232-253. Cited 9 times.
-
- 4 Amit, R., Zott, C.
Value creation in e-business

(2001) *Strategic Management Journal*, 22 (6-7), pp. 493-520. Cited 3360 times.
doi: 10.1002/smj.187

[View at Publisher](#)
-
- 5 Amit, R., Zott, C.
Creating value through business model innovation

(2012) *MIT Sloan Management Review*, 53 (3), pp. 41-49. Cited 909 times.
<http://sloanreview.mit.edu/files/saleable-pdfs/53310.pdf>
-
- 6 Bauer, W., Hämmerle, M., Schlund, S., Vocke, C.
Transforming to a Hyper-connected Society and Economy – Towards an “Industry 4.0”

(2015) *Procedia Manufacturing*, 3, pp. 417-424. Cited 167 times.
<http://www.journals.elsevier.com/procedia-manufacturing>
doi: 10.1016/j.promfg.2015.07.200

[View at Publisher](#)
-

strategii współtworzenia i innowacji modelu biznesowego
Mihardjo, L.W.W. , Sasmoko , Alamsjah, F.
(2018) *Polish Journal of Management Studies*
View all related documents based on references

Find more related documents in Scopus based on:

[Authors >](#) [Keywords >](#)

7 Cabiddu, F., Lui, T.-W., Piccoli, G.
Managing Value Co-Creation In The Tourism Industry

(2013) *Annals of Tourism Research*, 42, pp. 86-107. Cited 236 times.
doi: 10.1016/j.annals.2013.01.001

View at Publisher

8 Camarinha-Matos, L., Xu, L., Afsarmanesh, H.
Collaborative networks in the internet of services
(2018) *Proceedings of the 13th IFIP WG 5.5 Working Conference on Virtual Enterprises, PRO-VE 2012*, p. 380.
October, Bournemouth, UK, IFIP Advances in Information and
Communication Technology Springer

9 Chesbrough, H.
Business model innovation: Opportunities and barriers

(2010) *Long Range Planning*, 43 (2-3), pp. 354-363. Cited 2334 times.
doi: 10.1016/j.lrp.2009.07.010

View at Publisher

10 Chesbrough, H., Rosenbloom, R.S.
The role of the business model in capturing value from innovation: Evidence from Xerox Corporation's technology spin-off companies

(2002) *Industrial and Corporate Change*, 11 (3), pp. 529-555. Cited 2583 times.
<http://icc.oxfordjournals.org/>
doi: 10.1093/icc/11.3.529

View at Publisher

11 Christensen, C.
(1997) *Innovator Dilemma: When New Technologies Cause Great Firms to Fail*. Cited 7794 times.
Harvard Business School Press, Boston

12 Christensen, C.M., Bower, J.L.
Customer power, strategic investment, and the failure of leading firms

(1996) *Strategic Management Journal*, 17 (3), pp. 197-218. Cited 1722 times.
[http://onlinelibrary.wiley.com/journal/10.1002/\(ISSN\)1097-0266](http://onlinelibrary.wiley.com/journal/10.1002/(ISSN)1097-0266)
doi: 10.1002/(sici)1097-0266(199603)17:3<197::aid-smj804>3.0.co;2-u

View at Publisher

13 Coombes, P.H., Nicholson, J.D.
Business models and their relationship with marketing: A systematic literature review

(2013) *Industrial Marketing Management*, 42 (5), pp. 656-664. Cited 146 times.
doi: 10.1016/j.indmarman.2013.05.005

View at Publisher

- 14 Das, K., Gryseels, M., Sudhir, P., Tan, K.
(2016) *Unlocking Indonesia'S Digital Opportunity*. Cited 105 times.
Mckinsey online accessed 4 October 2017
https://www.mckinsey.com/~/media/McKinsey/Locations/Asia/Indonesia/Our%20Insights/Unlocking%20Indonesias%20digital%20opportunity/Unlocking_Indonesias_digital_opportunity.ashx
-
- 15 Desyllas, P., Sako, M.
Profiting from business model innovation: Evidence from Pay-As-You-Drive auto insurance

(2013) *Research Policy*, 42 (1), pp. 101-116. Cited 241 times.
doi: 10.1016/j.respol.2012.05.008

View at Publisher
-
- 16 Dowell, G., Swaminathan, A.
Entry timing, exploration, and firm survival in the early U.S. bicycle industry

(2006) *Strategic Management Journal*, 27 (12), pp. 1159-1182. Cited 75 times.
doi: 10.1002/smj.563

View at Publisher
-
- 17 Eksell, A., Härenstam, A.
(2017) *Business Model Innovation for A Digital Future: A Two-Sided Single Case Study of the Drivers, Opportunities and Barriers of Business Model Innovation in A Digitalization Context*. Cited 7 times.
Master's thesis in Management and Economics of Innovation, Chalmers University of Technology
-
- 18 George, G., Bock, A.J.
The Business Model in Practice and its Implications for Entrepreneurship Research

(2011) *Entrepreneurship: Theory and Practice*, 35 (1), pp. 83-111. Cited 603 times.
doi: 10.1111/j.1540-6520.2010.00424.x

View at Publisher
-
- 19 Giesen, E., Berman, S.J., Bell, R., Blitz, A.
Three ways to successfully innovate your business model

(2007) *Strategy and Leadership*, 35 (6), pp. 27-33. Cited 190 times.
doi: 10.1108/10878570710833732

View at Publisher
-
- 20 Gilbert, A.L., Han, H.
Understanding mobile data services adoption: Demography, attitudes or needs?

(2005) *Technological Forecasting and Social Change*, 72 (3 SPEC. ISS.), pp. 327-337. Cited 63 times.
www.elsevier.com/inca/publications/store/5/0/5/7/4/0/
doi: 10.1016/j.techfore.2004.08.007

View at Publisher

- 21 Goll, I., Brown Johnson, N., Rasheed, A.A.
Top management team demographic characteristics, business strategy, and firm performance in the US airline industry: The role of managerial discretion

(2008) *Management Decision*, 46 (2), pp. 201-222. Cited 62 times.
doi: 10.1108/00251740810854122

View at Publisher
-
- 22 Grisseemann, U.S., Stokburger-Sauer, N.E.
Customer co-creation of travel services: The role of company support and customer satisfaction with the co-creation performance

(2012) *Tourism Management*, 33 (6), pp. 1483-1492. Cited 489 times.
www.elsevier.com/inca/publications/store/3/0/4/7/2/
doi: 10.1016/j.tourman.2012.02.002

View at Publisher
-
- 23 Holcomb, T.R., Holmes, R.M., Connelly, B.L.
Making the most of what you have: Managerial ability as a source of resource value creation

(2009) *Strategic Management Journal*, 30 (5), pp. 457-485. Cited 296 times.
<http://www3.interscience.wiley.com/cgi-bin/fulltext/121588222/PDFSTART>
doi: 10.1002/smj.747

View at Publisher
-
- 24 Hurley, R.F., Hult, G.T.M.
Innovation, market orientation, and organizational learning: An integrational and empirical examination

(1998) *Journal of Marketing*, 62 (3), pp. 42-54. Cited 2470 times.
<https://www.ama.org/publications/JournalOfMarketing/Pages/Current-Issue.aspx>
doi: 10.2307/1251742

View at Publisher
-
- 25 Ibarra, D., Ganzarain, J., Igartua, J.I.
Business model innovation through Industry 4.0: A review

(2018) *Procedia Manufacturing*, 22, pp. 4-10. Cited 274 times.
<http://www.journals.elsevier.com/procedia-manufacturing>
doi: 10.1016/j.promfg.2018.03.002

View at Publisher
-
- 26 Victorious or Vanquished?
(2017) *Digital Reinvention in Telecommunications*, pp. 1-20.
-
- 27 (2010) *Capitalizing on Complexity Insight from Global Chief Executive Officer Study*, pp. 1-75. Cited 194 times.
IBM CEO Global Survey NY
-