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Author(s): Sebuwufu, Joseph Awali; Timilsina, Binod

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SME OPERATIONAL BID THROUGH ADVERSITY AND TURBULENT ECONOMIC ENVIRONMENT

RESILIENCE THROUGH DYNAMIC CAPABILITIES

Joseph Awali Sebuwufu*
University of Vaasa
Wolffintie 34, FI-65200 Vaasa, Finland
Email: joseph.sebuwufu@student.uwasa.fi
*Corresponding author

Binod Timilsina
University of Vaasa
Wolffintie 34, FI-65200 Vaasa, Finland
Email: binod.timilsina@uwasa.fi

Abstract:

The existing literature provides limited evidence on "How small and medium-sized enterprises (SMEs) grow, develop, and sustain their operations in the long-run?" within the scope of this question, this conceptual paper suggests a holistic hypothetical construct of a dynamic business model (DBM). The DBM strives for strategic value capturing towards agility for enhancing SMEs competitiveness and resilience. Management by values (MBV), analytical hierarchy process (AHP) and sand cone model (SCM) provides the theoretical foundation to the suggested DBM. The study extends the literature on SMEs, business model innovation, and suggests a fundamental lean plan for balancing efficiency and flexibility, as a managerial implication.

Keywords: business model, innovation, strategic management, dynamic capabilities, SMEs, resilience

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Biographical notes: Joseph Awali Sebuwufu is a doctoral student at the University of Vaasa. He has a M.Sc. (Tech.) in Industrial Management

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from the University of Vaasa and Bachelor of engineering (B.Eng. IT), from Vaasa University of applied sciences. He is interested in systems innovation techniques and analysis, strategic planning, operations strategy, and strategic management. He has published research paper in international journal. Currently he is engaged in projects related to dynamic sustainable competitive advantage for SMEs.

Binod Timilsina earned his doctorate in economics and business administration at the University of Vaasa. He is currently working as a university teacher at the school of technology and Innovation, department of production, University of Vaasa. He teaches at both masters and bachelors level, and involve in master's thesis supervision. His main research interest are within the field of operations strategy, operations and strategic management, in regards to SMEs. He has publications in international journals and books.

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1 Introduction

In today's turbulent and competitive market environment, small and medium-sized enterprises (SMEs) are losing the market share and even go for bankruptcy. They are the informal and formal business backbone of the world economy and social economic improvement of many nation. This can be a challenging situation for many nations' economies, as in case of yrs. 2008 - 2009, financial crisis and COVID-19. Besides these facts, SMEs remain under-researched for long-term survival (Alberti et al., 2018). For long-term survival, SMEs need to maintain sustainable practices, effective agile strategies, ambidexterity, vigilant processes, practices, and structures that promote competence in achieving operational competitive advantage. These organisational operations favours structural and mechanism-base to capture value for less resources cost over its competitors. Innovative value system for efficiency is one approach, for example, open system culture of coordinates (Linnenluecke and Griffiths, 2010) and effective transformational leadership, with strategic human resource management (SHRM) (Lengnick-Hall et al., 2009) competence.

We argue that all these suggest a strategic agile mechanism base for value capturing in form of a business model (BM) for competitiveness. In addition, BM could be more effective with competent leadership, crucial for mediating role, and management practice of management by values (MBV); a management practice linking the organisations' basic values with strategic objectives (Krzakiewicz, 2012). A survival BM in design should be dynamic by nature to respond to the environment with marginal

resources, and MBV is a resourceful strategy for such ambition. The BM dynamic design approach infuses analytical hierarchy process (AHP) and the sand cone model (SCM) management tools for the decision-making process.

Resource-based view (RBV) approach examines business environment changes and resources to create competitive advantage for survival. RBV is an inside-out viewpoint; however, it has inability of continuous acquisition of competencies, which regards it as static. Teece et al., (1997) extended the RBV viewpoint to dynamic capabilities approach, where, competitive sources are derived from the firms' specific capabilities. Dynamic Capabilities (DCs) are heterogeneous, fundamental to BM, and the firm's performance. BMI, strategy and DCs are interdependent (Teece, 2018), through restructuring variables regarding internal (inside-out approach) and external (outside-in approach), to mitigate the rigidity in response to the market environment. Therefore, strong DC are critical for an efficient BM design and can help build organisational sustainability. In this line, to design an effective value capturing mechanism such as BM, it is essential to understand the fundamental foundations of DCs.

Business model innovation (BMI) is gaining attention for its importance in adaptation and competitive dynamic perspective (Kraus et al., 2020). BMI is not just an option in turbulent business environments, but also effective strategies that favour sustainability. It broadens strategy re-thinking-for survival in system designs and development of topologies or business models for resilience. Resilience has different research streams, as Raetze et al., (2022) proposed, and is a distinct important concept in survivable for organisation (Linnenluecke, 2017). Some scholar (Fiksel, 2003; Dentchev et al., 2016) suggested that, sustainable BMs designs could have alternative with inherent "resilience" from fundamental strategic properties, for instance adaptability, diversity, cohesion, and agility. For instance, approaches towards typologies for survival, like, desirability of the systems' magnitude state of resilience (Limnios et al., 2014), and balancing system state (Robb, 2000). A BM serve a powerful positive role in management (Shafer et al., 2005), and an effective and efficient BM design may deliver operational excellence for SMEs.

1.1. Problem statement

SMEs face challenges in competitive markets to survive. They need to be innovative and BMI is one option. This study ascends towards architectural reconfiguration and theory of combining management models into a modified system unit. However, BMI is not a one-off task and often requires competencies, diverse strategic knowledge management

ability for adaptability, and SHRM skills (Lengnick-Hall et al., 2009) necessary in effective and efficient shifting of resource. Capturing and creating value through activities or components is fundamental in BMI (Foss and Saebi, 2018; Teece, 2010). It involves process like interconnections and co-ordinating competencies (Linnenluecke and Griffiths, 2010), and linking systems and capabilities. This demands investigating the paradoxical organisational leadership strategy, their competencies, managerial cognitive capability (Helfat and Peteraf, 2015) and style (Al Khajeh, 2018). Combining resources may be an alternative to limited resources and some scholars suggested that combining different models like complementarity BM and efficiency- focused-base might outperform competitors (Leppänen et al., 2021).

1.2. Study propositions

The dynamism of BM is facilitated through interconnecting actions, strategic structuration, construction, and alteration processes (Achtenhagen et al., 2013; Amit and Zott, 2015). This requires strong bonding DC such as HRM (Loureiro et al., 2021). Loon et al., 2020 suggests that it is one of the micro foundation of BM and, Apascaritei and Elvira, (2021) suggested that it plays a key role in building knowledge, advancing social integration and developing reconfiguration-enhancing mechanisms. However, not much is yet done to prioritise HRM in BMI, despite the contribution and benefit towards performance in organisations (Harney and Alkhalaf, 2021).

Ontology facilitates BMI and provides ideas on conceptual construct for a conceptual framework. Some scholars e.g. Todaria et al., (2020) have shown works of building on business model and ontology. This study favour ontology thinking of classification and explanation of entities towards a BM. It proposes strategic management and leadership such as strategic HRM (Lengnick-Hall et al., 2009) and, capabilities facilitated with management tools, can contribute to an efficient and effective survival BM for organisational transformations and innovations. Management tools can take many forms or can be designed (Calabrese et al., 2018) for specific roles or purposes (Kraus et al., 2020), and measurements, for instance, identifying strengths and weaknesses in an organisation (Amit and Zott, 2020). BM components, elements or building blocks are heterogeneous with interrelated activities system (Teece, 2010; Foss and Saebi, 2015; Foss and Saebi, 2017). In these lines, and background literature the authors contribute towards a BM through answering to these questions towards the suggested BM:

Q1. How should the organisation's performance system model be in uncertain business environment?

Q2. What are the strategies and actions to increase the effectiveness of the system model for survival?

By answering these research questions, the study aims to meet these objectives:

1. Determine and promote strategies, actions, practices and behaviours for system model transform.

2. Identify slack in organisation's system model for continuous strategic values creation.

This will extend literature on BM innovation to address and reinforce competitive adaptation with resilience characteristics. The study suggests a fundamental lean design of balancing efficiency and flexibility through transformational leadership (TL) following DCs, strategic leadership and management approach. Transformational leadership is positively related to organizational performance (Al Khajeh, 2018) and reinforce adaptive mind-set (Bass, 1985; Bass, et al., 1987). This is crucial for successful business operation leading to competitive advantage.

2 Theory and literature review

To thrive in today's uncertain business environment, strategic leadership, strong DCs and BMI, are essential. The agility capability for change or, creating organisational BM is pivoting for enterprises' growth and success. Strategic agility through operational, or leadership (Joiner, 2019) practices promises ambidexterity adaptation systems through inter dependency and flexibility. It is one of the fundamentals for organisational resilience capacity and is a moderator of the relationship between organisation's dynamic activities and competitive advantage (Lengnick-Hall and Beck, 2016). This reflects on the mechanism of resilience which constitutes of dependability and flexibility as behaviour practice. In these lines, to achieve organisational resilience through strategic agility, the proposed argument combines models, the Robb (2000) resilient structure model and, Ferdows and Meyer (1990) SCM with analytic hierarchy process (AHP) as a tool to assist in integrating and analysing the model decisions. Such characteristics reflect on sustainable practices for BM renewal, and robust transformation as resilient behaviour (Vogus and Sutcliffe, 2007) which need strong leadership.

2.1. Leadership and management

2.1.1. Leadership and strategic management

In unstable market, organisations formulate BM, which tend to become rigid with time creating adaptability challenges. This can be mitigated through strategic leadership who involve diversity in strategies, and practices (Samimi et al., 2022). A more effective strategic leadership like a dynamic - SHRM (D-SHRM) has a higher capacity of agility and this is a potential competence influential for decisions necessary to transform and meet the organisations' dynamic needs. The challenge of organisational adaptability involves agility capacity, and require agile leadership qualities for dynamic management (Adner and Helfat, 2003) and strategic practices. With operational agility, leadership can sustain processes agility in all levels of the organisational systems (Joiner, 2019), for instance culture and structures, and in the BM renewing process. In the similar manner, transformational leadership exhibit repertoire leadership practices that enable and support organisations ambitions and processes.

2.1.2. Leadership, Management and organisational Resilience

Leadership and management go hand in hand, and share many similar duties, and this is essential in SMEs survivability. Survival as resilience is not a target in itself; it is a dynamic process of constant maintenance and positive adjustments (Vogus and Sutcliffe, 2003). This process requires leadership with management skills like strategic HRM (Lengnick-Hall et al., 2011), for instance, processes of adaptation, and managing unfolding vulnerability or underperformance. Resilient leadership executes organisational strategies, initiates forward thinking and is a critical component for fostering organisational resilience. Strong leadership style unifies interdependent teams to work together, whilst creating, and developing capabilities that enhance adaptive survival, such as establishing direction, aligning resources, through motivating and inspiring the work force.

Depending on the resources and ambitions of the organisation, the magnitude and strategy for resilience will depend on its leadership and management i.e. how management perceives and respond to the business environment: “defensive” or “offensive”. A parallel strategic organisational resilience response is through adapting or reacting strategically (Raetze et al., 2022) to the business environment. Organisations should also see resilience in a context of strategic agility, such that it has no ending of being state, but rather a process adapting to thrive in the dynamic business environment (Lengnick-Hall and Beck, 2016). Strong management and leadership can create interdependency process that promotes resilience.

2.1.3. Transformational Leadership

Transformational leadership (TL) suggests leaders and followers raising each another to a higher level of motivation (Bennis and Nanus, 1985). Another scholar suggests that TL is strategic leadership targeting the organisations' processes to achieve effectiveness (Bass, 1985), while Bass, et al., (1987) included self-actualising needs to the nation. The concept of TL overlaps with many other leadership styles (Anderson and Sun, 2017) and may need re-thinking. Some scholars suggest the TL style has positive significant influence in crisis management (Alkhawlani et al., 2021), while others (Pawar and Eastman, 1997) suggested that it should also consider the contextual influence, for instance, organisational resilience through SHRM. Contextual influence contributes towards efficiency by supporting new capabilities with visions for innovation. In sum, TL with SHRM practices may serve as a resilient leadership, given it effective governance, restructuring, adaptation orientation and efficiency, through organisations' system task, and is key, for example in goal-oriented synergistic interaction (Kartono et al., 2021).

Turbulent business environment present decision challenges, where, leaders find themselves in crossroads of balancing exploration and exploitation strategies. This situation can be challenging, for, it requires constant scanning for changes to identify opportunities, whilst maintaining and developing the key capacities. Such management practice keeps the systems in a restricted strategic focus and only allows minimal necessary adaptation. In such a situation, TL is more competent for the management practices, for instance, to assist in interrelated management practices, and strategies, critical in dynamism of the organisation.

2.2. Management and tools

Strategy tools are useful in innovations for interactions to facilitate creativity. As parts of an integrated design, they function as mediators in resource mobilisation, linking activities, and connecting processes. A study (e.g. Dos Santos et al., 2019) suggested advancements of AHP tool and pointed out its convenience in decision-making for sustainable development. Some scholars (Takala et al., 2006) have taken advantage of tools like SCM for suggesting new method to assist structuring strategies and decision-making. In this study, the SCM and AHP tools in the BM design are correlated to form a synergy.

Author

2.2.1. Analytic Hierarchy Process (AHP)

Decision prioritising and integrating different judged measures to unified decisions can be challenging. An evaluation originating from AHP advancements methods has numerous ways, which eases prioritising decision-making process (Saaty, 2008). The methods assists in breaking down unstructured complex decision situation into manageable variables or component, through different approaches like, incomplete matrix, problem modelling, consistency indices, pair-wise comparisons, to mention a few (Ishizaka and Labib, 2011). This helps to set priorities of complex situations for synthesising better results. In addition, the process can reduce waste of resources through identifying what is needed, where and when to be allocated.

2.2.2. Sand Cone Model (SCM)

The SCM by Ferdows and De Meyer (1990) suggests that moving up the path requires more effort, for example, when developing capabilities, so, it is necessary to reach the next level incrementally. Organisation should craft strategy on how they use their capabilities targeting first, fundamental principles and then expand and enrich them progressively. This cumulative development way of operation is more likely to be deeply ingrained, and hence more lasting. The challenges related to topdown activities is that; they do not appropriately align and coordinate programmes in contrast to bottom-up activity. The analogy would explain the important model characteristics; development of knowledge management is to move up each step, and each step enhances the foundation layers of creation, capturing, and acquisition of knowledge.

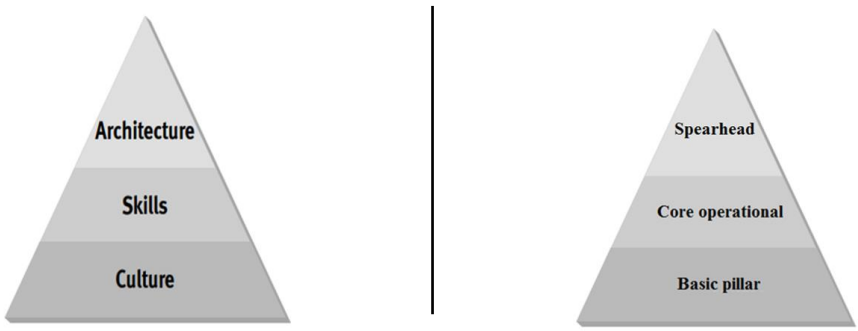
3 Towards the conceptual model

3.1. Resilient Organisation Structure Relationship

Resilience can also be realised through continuous improvement of strategies structures, processes, practices that promote competence, mediators and capabilities for survivability (Vogus and Sutcliffe, 2003). Continuous management is one of the principles of successful organisation (Kaplan, 2004). Here, achieving continuous management process, a synergy of Robb (2000) resilient structure model, and the SCM is formed towards a BM. The synergy theorises adhocracy and clan cultures (Keskin et al., 2005) attributed to their knowledge management practices for facilitating deep integrated communication in the organisation towards the model design. This facilitates the sand cone analogue and organisations operations where, knowledge is of essence towards agility, dynamism, and

innovation. In these lines, culture is responsible for commonly used in-house strategies and comprise the basic pillar of the proposed correlated structural design of Robb, (2000), and SCM.

The SCM suggests interdependency, which requires skills to mention a few; knowledge, leadership and management. The interdependency strives for operational excellence with organisational culture and agility behaviour interaction (Carvalho et al., 2019) to promote core competency and long-term sustainability. This reflects on organisational strategic agility through building resilience from complementary resources, and competencies (Lengnick-Hall and Beck, 2016), promoting core operational. Furthermore, it illuminate on continuous management, for example, aligning strategy and making it a continuous process. Fig 1, illustrates a correlation of SCM and Robb, (2000) resilient system model.



Resilient system
(Adopted from Dean Robb, 2000)

Proposed Sand Cone Model
(Ferdows and De Meyer (1990) original model)

Fig 1. A comparison of Robb, 2000 resilience system and proposed SCM

Robb (2000) works proposed a two sub-systems architecture for resilient organisation, performance and adaptation system at each level, which should coexist to ensure effectiveness and efficiency. The designed suggested that performance system focuses on immediate survival, while the adaptation system is responsible for long-term sustainability. To operate in harmony, the systems require competent leadership style to assist in managing the interdependency. Combining models reflect on strategic agility (Weber and Tarba, 2014) and the connection to BMI (Arbussa et al., 2017). Fig 2 summarises the correlation of the proposed SCM and Robb (2000) resilient organisation structural design.

Author

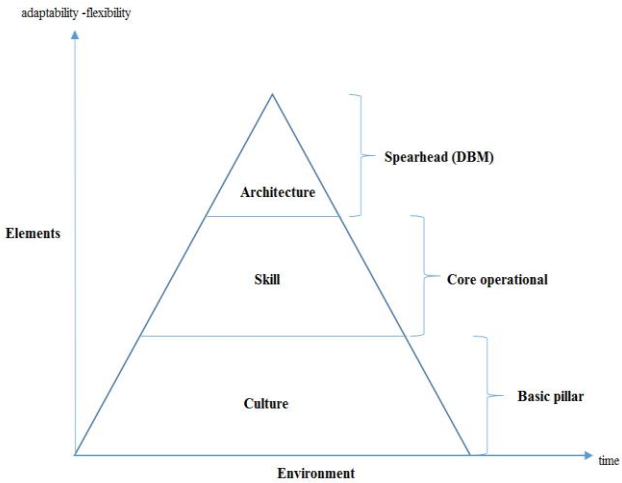


Fig 2. Correlation of Resilient Organisation structure and the proposed SCM (*authors' concept*)

Fig 2, illustrates the synergy of the proposed SCM and Robb (2000) structure model. In the design, each level has its own adaptation and performance sides. The sand cone analogue ensures that a capability should not be an expense of another. Achieving resilience depends on developing adaptive strategies and taking advantage of foundation in a specific cumulative order (Fiksel, 2003) whilst taking measures for effective decisions. For a dynamic BM it should have present and long - term strategy, which may require alternating micro foundations (Eisenhardt et al., 2010) for stronger DCs construction and structuration, necessary in a dynamic competitive market environment.

Although there is no significant direct link between BMI and organisational performance (Latif et al., 2021), the concept as a mediator follows organisational capabilities approach to achieve competitiveness. The approach is integrating the outside-in and inside-out system of the RBV. In doing so will mitigate the perceived RBV rigidity due to its inability of promoting continuous acquisition of competitive competencies. Studies (Lengnick-Hall et al., 2011; Stokes et al., 2019; Lengnick-Hall et al., 2009) have shown that, key factors of resilience in organisational capabilities are related to HRM practices and their operational competence activity. Such activities are important in mitigating RBV rigidity towards DC models, where, managers must form an incentive system. An efficient and effective BM has DCs strategically linking both, outside-in and inside-out to adapt to the business market environment (Teece et al., 1997; Amit and Zott, 2015). A strategic

transformation leaders' focus should consider strategic integration of key elements for continuous improvement to link the business views, for illustration, through sharing strategic decision-making process (Pitelis and Wagnerc, 2019).

4. Conceptual dynamic business model (DBM)

Fig 3, is the proposed conceptual model, and illustrates a dynamic BM for adaptive fit and transformation for operational resilience.

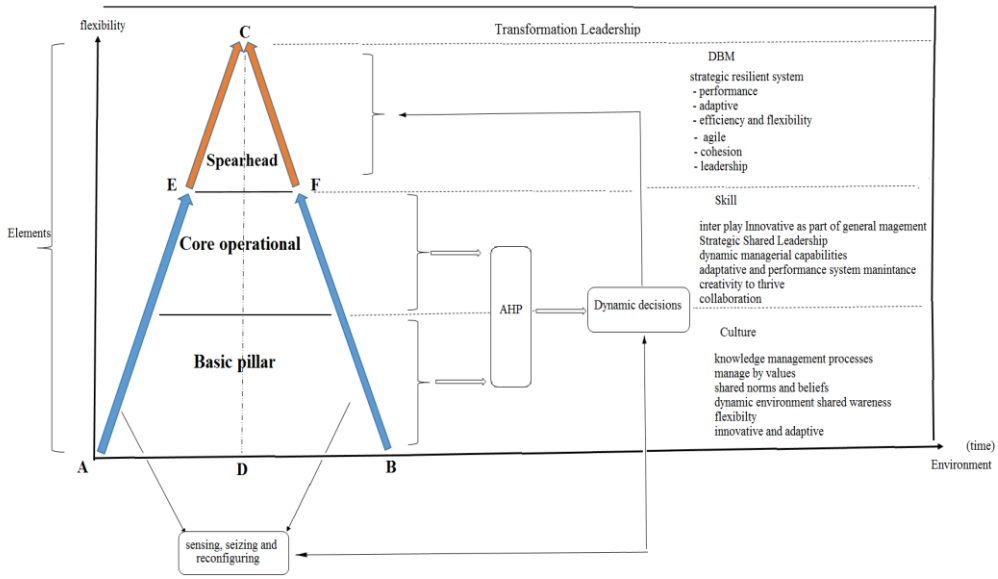


Fig 3. Conceptual dynamic business model (*authors' concept*)

Points ABC of the proposed DBM structure form the SCM, and also suggests disciplines of management and micro foundations of DCs, among other are, rules, procedures, and distinct processes, for better decision-making. The feedback theory in mechanisms is essentially for strategic sustainability and some scholars (Besieux, 2017) discus its ecosystem but what most have in common is, how its behaviour reflects on processes and information transfer to where it is supposed to affect performance within organisations. Here, the feedback is through strategic management adaptive and maintenance practices and processes. For illustration of the SCM and DCs, points between AE deliver maintenance or performance feedback for EC (internal feedback for spearhead), while BF is for adaptive feedback for FC (external feedback for spearhead) regarding business environment (AB).

The points AC, represents the inside-in, and is responsible for system normality performance, whereas BC outside-in, responsible for the adaptability and together, forming loop points ABC. The loop is a sense and respond mechanism for TL strategic transformation action. Points CD demarks the systems architecture of performance ACD and adaptive BCD. Each level of the DBM architecture constitutes a performance and adaptive systems. Points EF suggest the portion of the environment regarding the spearhead (EFC). The element of the model are interdependent in making decisions, for instance, from the performance system AE, decisions are influenced by the adaptive system regarding the environment. In suggesting the DBM, the AHP role is to analyse, integrate the different level measures, and unify them in consideration with the set situations for decision-making.

A suitable competitive BM requires a strategic analysis filter such as the AHP to avoid imitability of the BM design. The filter serves two purposes, first assists in the process for assigning decisions and second, it mediates the integration of the different section and level decision measures and unify them in consideration with the environment conditions. The sets comprise the matrix system architecture of both the adaptive and performance system of the basic pillar of organisational culture and core operational levels. For illustration, AD, the left, DB the right section of the basic pillar, and the left and right sections of the core operational, EF respectively, form a two by two matrix; however, this can be a bigger matrix depending on the number of task that need decisions. When making decisions, following the model process, an analysis along the horizontal suggest sensing mode and vertical analysis is adaptive mode. As an illustration, analysing AD, DB, (performance and adaptive systems respectively), of the basic pillar suggests that, the system is in the sensing mode, while the vertical analysis of elements, serves adaptive or maintenance purposes for performance. In uncertain markets, this process can get complicated, and here, the AHP comes in handy to help manage the process. There are multiple AHP method (Ishizaka and Labib, 2011) and due to the design of the BM construct, few methods fall in line, such as pair-wise comparisons, incomplete matrix, and problem modelling methods. However, in real world market environment the BM cannot be limited to these methods. The process forms problem matrices regarding the market environment to scrutinise and determine on the urgency and measures for an appropriate decision, which may result into complex structures. These can be broken down into manageable matrix component of problems or decision at each level then synthesised using the AHP method, for the final decisions.

In the conceptual dynamic business model in Fig 3, the decision hierarchy structure follows criteria on dependency of subsequent element or intermediate levels to form a set of matrices for comparison. Elements of the upper level of the same sub-system (performance or adaptive) is compared with the element level immediate below regarding the environment. The process also suggest that, for every element, the obtained priorities from the comparisons is used to weigh the priorities in the immediate level below. Notable at this point of the AHP supports the SCM analogy, where upper level elements are supported by the lower levels. The final priorities from the process are obtained when every element in the levels sums up its weighed values, then, adjusted with AHP regarding the situation, then the overall priority is the DBM (EFC) adjusted decision. To attain more priorities for additional alternatives, the process of adding weights follows through until the final desired priorities of the level. This process minimise resources waste, crucial for SMEs where, priorities of less significance are skipped in favour of those that add value.

4.1. Conceptual elements of the DBM

For BMI to become a powerful paradigm, the theoretical and operational thinking of resilience should be open to alternative interpretations and traditions on core operations in balancing the use of resources, and coherence between culture and leadership. The DBM suggests casual linkage of core operational and culture with TL governance, fosters organisational excellence. In a hierarchical structure, the casual linkage can be highly efficient for a task, for instance, when knowledge management is a competitive advantage.

4.1.1. Organisational culture

In BM dynamics, culture is crucial (Achtenhagen et al., 2013), and it is important to understand the cultures' intended orientation (Linnenluecke and Griffiths, 2010). Adhocracy and clan cultures have positive effect on knowledge management, which facilitates novelty in culture, foster capabilities such as strategic management leadership, and resource fluidity, which enhance BMI (Hock et al., 2016). In figures 1, 2 and 3, the first level of the blocks at the bottom is the culture as basic pillar element. It is fundamental to the system and should be aware of the changing business environment in order to define the boundaries of creating, sharing, collaborating and reconfiguring resources. Culture is an intangible element of an organisational related to performance, and makes the organisation competitive and strive in the long-term. Innovative culture

yields a competitive edge, and, SMEs seeking such competitiveness need to understand its important functions.

4.1.2. Core operational

The link between TL and organisational culture facilitates daily operations and routine, primary functions to maintain the organisation and its operations. In organisations, especially in SMEs, knowledge management initiatives are less due to limited resources, which sometimes, may lead to biased decisions. It is important to understand the antecedents in designing a BM and the potential cognitive biases brought on from education or professional background, leading to potential biases in the BM design. Overcoming decision-making biases require management competence to achieve, however, the procedures is yet well-defused in organisation (Busenitz and Barney, 1997). For SMEs, eliminating biases can be challenging, yet crucial given its scars resources and the managerial decisions on how to control and use them appropriately in their operations. For illustration, in the middle of the proposed dynamic business model is the integrating level of “skill” and its theory contributes to core operational competence. It functions as an intermediating control system, managing both innovative and evolutionary decisions on strategies for both adaptation and performance. Performance here, focus on controlling activity inside the system, whilst the adaptation competence are tied in with deciding about the dis-balance, investigation of new systems constituents, and creating safety and support required for change. Such tasks require managerial skill and may benefit from strategic shared leadership (Pitelis and Wagnerc, 2019), resulting to heterogeneity in firm performance. These processes also mitigates the challenges on how to integrate the different levels and need to find a balance use of resources for securing achievement, and provide order. Here, to thrive, the organisations' operation need agile creativity and flexible skills to develop supporting strategic practices for systematic changes in response to the environment.

4.1.3. Architecture

The architecture links the system with rules, routines, and tools for new practices for the organisations' competitiveness. Its function is to manage the performance and adaptation to address arising business challenges. This requires continuous reconfiguration for example strategy, technologies, processes, partner connections, practices, social qualities, leadership, and management styles; element that contribute to address adaptive challenges. The architectural design addresses first, performance of the system with a capacity to change before the business environment becomes desperate for the organisation structure. Second, adapting for the

changes through balancing activities to achieve the organisations' goals (Felin and Powell, 2016). These two processes involves collaborating strategies and actions, which lead to operational resilience. For illustration, actions such as sharing strategic decisions making and process then collaborated between the leaders. Strategic shared leadership suggests that a small team, support the central leader towards strategic decisions making process and this translates to organisational DC.

5 Discussion and conclusion

It is challenging to develop and construct an organisation conceptual resilience BM due to variety of disconnected literatures that have developed difference in resilience definition (Raetze et al., 2022). Never the less, the study attempted designing a BM for decision problem-solving to extend the literature on survivability from the perspective of leadership, strategic management, DCs and management tools. The study follows the approach of combining models with a lean mind-set to design a BM regarding the market situations. It exploits links with business strategy, innovation management, and theory to build on organisational survival models. Complementary strategy and relations are fundamental in the model. MBV strategy is considerably an essential approach in achieving competitive advantage to address the market environment.

Some management scholars like Hamel and Valikangas (2004) among others, suggested strategic resilience to achieve competitive advantage, where, organisations dynamically reinvent BMs and strategies regarding the market environment. For example challenging situation of 2008 - 2009, financial crisis and COVID-19 pandemic caught many businesses unstable predominantly SMEs. SMEs normally have limited resources, almost no explicit plan, but rather considers cut cost through workforce reduction as the only viable option to sustain their operations. For SMEs, management in such conditions becomes challenging, such that, facing crises is not part of regular day-to-day work environment, where the need to evade bankruptcy or solvency by employing skills and knowledge beyond the required for work business environment. Such practice can be seen in different economic levels such as the European Union, taking German as example with a strong economy, during the first stages of Covid-19 pandemic, the insolvency gap was estimated to affect around 25,000 companies (Dörr et al., 2022). In line with the ideas presented in this research, similar conditions are seen in the aviation industry such as "0% capacity planning under the COVID 19" such that the worldwide airline capacity went down in April 2020 from 70 to 80 percent in comparison to April 2019, and causing some airlines temporarily halt operations (Curley et al., 2020). Just like many businesses, airlines also

have challenges to survive although they may command sufficient short-term liquidity, however this could not have withstood the impact of the pandemic and some airlines had to declare bankruptcy.

For SMEs, many uncertainties destabilises their operations stemming from also geopolitical risks. A report from international monetary fund (IMF) annual report 2022 highlight the never ending crises and not only disrupt society and social peace but business operation (IMF, Annual report 2022), in addition to 1997 Asian financial crisis, 2010 and 2011 Christchurch earthquakes, 2011 Thailand floods and 2015–16 Russian financial crisis to mention a few. The proposed BM addresses reinvention and in line with findings of other scholars (e.g. Zott et al., 2011), where, it combines Robb (2000) resilience model and the SCM. It is suggesting strategic survival practice, a capacity of continuous assessment of the market situations, anticipating, and system adjustment regarding it's trends, before the situation becomes desperate, and this reflect on Q1. This follow strategic management for resilience such that, value capturing mechanism, redesigning BM, shifting and altering existing elements or components one at a time are aligned with the market orientation of the firm. The application of the SCM (see Fig 3) here, assist in the process, for example, when crafting strategy targeting capabilities to incrementally development them for the next level. The principle here is to capitalise first on the fundamental strategic survival practice and then progressively enrich and expand them whilst tackling dependability, which in turn avoids the top down challenges such as inappropriately alignment and coordination. In addition, this process is cumulative and exploits possibility of deep engrailment, and hence more lasting.

The proposed BM incorporates the SCM analogue with a matrix system architecture of performance and adaptive system forming a two by two matrix. This is in preparation for uncertain markets making decisions, where the process can get complicated, and may require a TL to manage the process to realise organisational resilience. Teece (2018) suggested BMI, DCs and strategy are interdependent. An effective, BMI should incorporate turbulence business environment management operation as organisational resilience strategy by understanding their present and future origins for example, marketing psychology, business environment, economics, or management. These dimensional perception are a portion of potential business risk and should be strategically analysed and hierarchically processed continuously as a sustainable strategy with respect to the intended business environment. In the propose BM, dynamism is realised from the process of potential risk management through AHP and the feedback mechanisms to deliver accurate strategic decisions, which is essential for strategic sustainability. The architecture

consists of performance (ACD), and the adaptive (BCD) systems, where, points ACD for example, processes decisions and routine applicable in stable market environment following normal operations and these are responsible for delivering maintenance or performance decisions, with feedback between AE. Here, matrices of maintenance or performance decisions are made through refining and reconfiguring resources with respect to the business environment and the spearhead EC (internal feedback for spearhead). On the other hand, in unstable business environment, in similar manner, the adaptive system of the architecture (BCD) performs adaptive decision processes from the gathered information for spear head FC, with a feedback BF (external feedback for spearhead) through refining and reconfiguring resources with respect to the business environment.

In uncertain business markets, making decision is challenging and the process of refining and reconfiguring resources can get complicated for both architecture systems. The urgency and measures for an appropriate decision lies on competence of the management leadership. The TL manages the process with AHP filter for assigning decisions and for mediating integration of the different section and level. In either of the scenarios, set comprise matrices of the basic pillar of organisational culture and core operational levels are formed with respect to the business environment and available resources. Here, an operations following the horizontal suggest sensing mode while the vertical is the adaptive mode. This reflects on operational excellence with flexibility and resources, as organisation strategies. For a successful BM, it is key for leadership to strive for operational excellence through strategies like flexibility, and agility, which may result into organisational fluidity which can enhance value creation and efficiency, and in turn, improving return on equity (ROE). The organisational fluidity mode can shift between adaptive and reactive, and is influenced by the speed of the organisations to calibrate the magnitude for response. This process suggests organisational resilience raising from specific sets of strategies and interdependent practices. This inter play is an ambidextrous capability that can sense and act on changes to survive the situation and effective leadership is important and necessary for interaction and communication with other levels throughout the organisation. Leadership governing practices of MBV are directly oriented towards redesigning organisational values for strategic resilience, a dynamic practice, which can ease internal tensions.

A desirable BM understands organisational culture, and TL with SHRM capabilities is effective in interaction and contributes to an effective knowledge culture in comparison with other leadership models (Deng et al., 2022). In a dynamic environment, organisations knowledge must flow efficiently and effectively, especially in SME, where small

simple actions can significantly and effectively change the outcomes. TL with SHRM practices assist to mitigate situation that restricts the knowledge free flow in the organisation. Insufficient flow may diminish capabilities such as agility and ability to survive. For operational excellence, strong organisational cultural knowledge support is essential (Carvalho et al., 2019). To reflect on Q2, cultural knowledge support is necessary for two inherent meta-capabilities first, adaptability in the form of flexibility and fluidity of processes and practices regarding associated DCs, and second, strategic agility (Lengnick-Hall and Beck, 2016;Weber and Tarba, 2014). These two promote managerial practices, which initiates a process that boosts day-by-day organisational culture and for response to future opportunities and challenges, thus, leading to competitive advantage. The AHP role is to assist this process of decision prioritising and integrating different judged initiates. The process refines complex unstructured decision and reconfigures them following the SCM analogue for different decision approaches in respect to dynamic business environment. In addition, this process is an analysis filter of different level measures to be integrated in the BM necessary to regulate imitability. In uncertain markets, decision process and prioritising can get challenging, and the AHP helps to manage the process.

This practice also reflects on dynamic management, and SMEs need such qualities in their management for effective and efficient balance of resources use. With culture, basic and organisational values are meant to portraying procedures, behaviour, organisation physical aspects and external general image among others, which may bring about resources imbalance. Here, the challenge is how strong the competence of leadership skill is and how management qualities are mitigating these cultural loyal issues to evade management biasness (Busenitz and Barney, 1997) towards effective decisions. To achieve long-term survival, in the proposed DBM, contradictions in decision-making are mitigated through the AHP regarding the market situations. These processes has strong dependencies among the hierarchy level and decision criteria, which affect significantly the selection process and quality of the decision. The system culture as strategy, should involve articulated leadership strategy developed through information accumulating from the mechanisms, which may mitigate the contradictions.

6 Conclusion

Although BM can achieve superior value creation, it does not necessarily link to firm performance. However, the study is suggesting an integration of strategic management, and management tools towards a constructive DBM for competitive advantage. For SMEs, the designed

BM can be used to not only in big influential practices, but can also in small nimble actions with right practices. The study underlined the prominence of TL with HRM practices towards achieving survivability and its mediation role in the DBM. Some scholars (e.g. Ooi et al., 2009) view HRM practices as the softer parts of total quality management and this is fundamental for building sensible, straightforward models. Effective continuous improvement management practices can ensure survivability depending on how TL acquire, develop, and analyse knowledge before implementing it in the multi-focused strategies.

6.1. Practical implication

The study addresses the bid for survivability, by suggesting a DBM for competitiveness from literature of, leadership, management tool, and strategic management for turbulent business environments. Using the suggested DBM in strategic organisation operations, SMEs can achieve and maintain strategic decision-making competitive advantage edge leading to survival. The theoretical support for the conceptual DBM proposed is rooted in prior studies in relationship to entrepreneurship, DCs, leadership and strategic management, aiming at generating sustainability for a long-term.

6.2. Limitations and future study proposals

The suggested DBM serves as a tool to develop competitive advantage; however, it is yet been tested. The model design may not guarantee the fluidity in interdependence and interrelation between the elements in a “perfect” dynamic business stance. The authors suggests that in such a stance, due to limited resources, SMEs' focus should be on particular components or elements of the DBM with respect to their capability, therefore it should be adopted cautiously. The study proposed TL practices as a mediator that helps to develop interconnection between interdependent factors (dynamic decision, skills and culture) of the DBM, yet other theoretical literature can suggest otherwise. In addition, the SCM does not invalidate the trade-off theory suggesting that trade-off are valid under all contingencies. This leaves the model evaluation and proposition open, or recursive. Further analyses of empirical studies for the need of developing the BM in practical settings is necessary involving case study considering few companies.

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