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EMPIRICAL ANALYSIS OF INNOVATIVE 3-TIER BUSINESS MODEL A CASE STUDY OF THE HOSPITALITY INDUSTRY

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ABSTRACT
This is a generation of business model innovation! The competitive basis of the future enterprise is no longer just a novel product or process management, but an innovative business model. In this irreversible global competitive environment, this paper proposes an innovative 3-tier business model for firms, including competitive advantage level, conceptual model and financial model. Among them, the competitive advantage level is the most important core concept in the strategic field of the enterprise, and also the sum of the performance of the enterprise in the competitive market, the conceptual model describes the idea of a new business, which helps to explain the business opportunity strategy; The financial model provides the number of new businesses so that business models can be followed and measurable. Through the integration of this conceptual model with the financial model, the basic effects of the integration of the foundation can be used to take advantage of the advantages of competing enterprises. We believe that this paper will stimulate future empirical research on this important topic and positive implications for firms` managers and policymakers.

Keywords:
Business Model; Competitive Advantage; Online Travel Agency

INTRODUCTION

Scholar Oliver, Karolin and Michaela[1]state that future trends are undoubtedly important factors affecting innovative business models. Although not under the control of managers, they must always think and even predict. As early as the 5th century BC, Pericles, a key leader in Athens' golden age, stressed the importance of peering into the future: "The right prediction of the future is not the focus, the focus is on knowing how to deal with it!" And the operating environment is treacherous and changeable, between industries, so that the ups and downs of enterprises on the world stage seems to be only between.

Some of these enterprises have a fundamental lack of strategic concepts, never seriously consider their own positioning relationship with the future of the external environment, allow the organization to float in the waves of the environment, or even if they understand the importance of the strategy, but there is no rigorous strategic thinking and development methods, or although there is a very creative strategic concept, but the leadership team or managers at all levels, due to lack of common ideological structure and communication language, so as not to form a strategic consensus.

Today, the long-term competitive advantage of enterprises is based on the ability to create innovative business models. In this way, successful companies have to test their business models at any time. This may be a more paranoid attitude, but as Apple co-founder Steve Jobs said, even if the company is in full swing and is expanding. It is also necessary to question the current success model and prepare for the crisis. This is an era of short-lived competitive niches. To continue to grow, there is no other way to review the foundation from time to time and consolidate it diligently. In short, in this new environment where the competition is faster than ever, the struggle to attract, retain, and acquire new customers is more difficult and arduous than ever. To survive

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under these conditions and gain a competitive advantage, companies must adapt to this new environment. Different trends and challenges exist. One of these challenges that companies must adapt to is the implementation of new technologies and new strategies in order to meet the full range of customer needs faster, lower cost, and more accurately.

This paper attempts to make up for the theoretical gaps in the competitive advantage research in the business model, and combines the 2-tier business model [2] and competitive advantage as the main facet and Integrate to this innovative3-tier business model. And the purpose of this paper is to develop a framework for a useful business model to be followed by firms for establishing a competitive advantage.It is expected that this framework will enhance the understanding of the business model of global enterprise operations to obtain competitive advantages. This research will promote the empirical analysis of the management practices of enterprises on this important issue in the future, and have a positive and positive impact on corporate managers and decision makers Assist companies to evaluate business opportunities in a competitive environment, strengthen their strategic thinking and analysis capabilities, adopt correct operating policies, ensure the quality of strategic decision-making, expand the foundation of corporate resources, enhance operational performance growth, and establish a valuable and sustainable competition for the company advantage.

LITERATURE REVIEW

Business model

Simply put, a business model is a story describing how a company works [3], or an abstract representation of a company [4]. For Timmers[5], it is a structure that includes products, services, and information flows, including various business participants and their roles, as well as descriptions of the sources of income and potential benefits of each business participant. Chesbrough & Rosenbloom[6] considered it to be "heuristic logic linking technological potential with the realization of economic value." According to the widely quoted definition of Teece[7], a business model describes the company's "value creation, delivery, and capture mechanism design or architecture." Similarly, Oster-walder&Pigneur[8] defines it as "the basic principle of how organizations create, deliver, and obtain value." According to Zott& Amit[9], within such a framework, business models can be regarded as "interdependent activity systems", creating value for customers on the basis of system design architecture and in-depth planning of related activities. It clarifies the logic and provides data and other evidence to prove how companies create and deliver value, and outlines the structure of revenue, costs, and profits related to the value delivered by commercial companies [7].

A business model describes the use of an industry to better understand or to develop a new or design a new model. There are many discussions on business models in the field of management. Briefly speaking, business models are discussing how companies make profits. The business entity and how the enterprise and the enterprise network should operate can make the enterprise continue to grow, and through the continuous introduction of new services, enhance customer value and consolidate competitive advantages. Business models are often mentioned in the launch of new functions, new business development, and venture capital, which are also the focus of stakeholders and investors. Furthermore, the concept of business model originated from the practice of enterprises [10] Influenced by the need to understand innovative ways to make money and persuade potential investors and stakeholders, most of the early definitions of business models focused on the conceptual interpretation of "how the company will make money" and "how the company will operate"[3]. [7] attempts to understand the term "business model" as a form of consciousness of "the design or architecture of value creation, delivery and capture mechanisms". Based on this understanding, business models are believed to help commercialize innovations because they allow companies to provide the value of service or product innovation to their customers while at the same time earning related revenue[11]. The evolution of

business models is also manifested in the economic exchanges and business results achieved by management actions and their results. In recent academic-oriented management literature, business model concepts most commonly refer to value creation and economic logic, especially in terms of corporate income. At this point, the business model is the competitive advantage theory of an enterprise, and the most important thing is that it creates profit value rights forshareholders. Business model innovation is a new integrated logic of how a company creates value for its customers or users and how it gets value.And The significance of discussing the business model is that it is not only the basis of the enterprise's operating strategy, but also the source of the enterprise's long-term development competitive advantage.

The 2-tier business model [2]

- The conceptual model

The conceptual model aims to describe a business, comprising of key components, including innovation, resource, market, and value. The conceptual model also specifies the relationships between these components. In summary, the innovation describes what a business will do; the resource addresses how a business will fulfill the innovation; the market specifies who will become the target customers; and the value represents why a business can survive and sustain.

- The financial model

The essence of a business model is in defining the manner where a business delivers value to customers, entices customers to pay for the value, and converts those payments to profit [7]. A business model should be able to reflect financial conditions in a business [12]. .In which, Christensen shows that the cost is an important financial component [13]. The revenue means all possibleincomes from the products or services a business supplies, the profit is equivalent to the revenue minus the cost, or the profit can be the financial performance for subtle analysis.

- The 2-tier view (Fig.1)

The cost and revenue are the other (monetary) side of a coin for resource and market, respectively. When a business delivers the value to its customers, hopefully the business can get enough revenue and turn the revenue into profit. A business needs profit to stay in business [14]. A win–win situation happens when customers obtain the value and the business makes the profit. The dash lines in link the two tiers of analyses where these dash lines show the correspondences between the components in the conceptual model and the components in the financial model. The cost, revenue, and profit are the corresponding financial component for the resource, market, and value, respectively.By applying new business models, businesses can implement different strategies. It is important to combine strategic and business model analysis to protect the competitive advantage of new business model design [7] and to consider business models to be a set of business practices. At the same time, [15] emphasized the importance of refining entrepreneurship. The business model of entrepreneurship should enhance the enthusiasm of entrepreneurs and reduce the risk of entrepreneurship. The study suggests practices such as internet science and technology innovation, reducing waste of resources, and expanding the market[16], while the second-tier business models are complementary and complementary.

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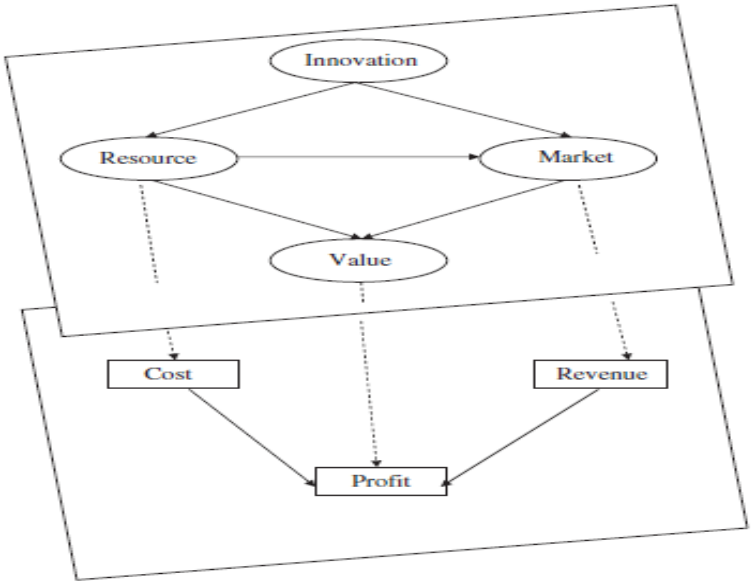

Fig. 1: The 2-tier Business Model

METHODOLOGY

The methodology adopted in this paper is an intensive literature review on the innovative 3-tier business model, and the theoretical background of the study is also derived.In 2006, Pohle explains that within corporate practice, business model innovation has been identified as a promising approach for firms to respond to changing sources of value creation in times of high environmental volatility [25]. This underlines the necessity to derive a better understanding of the phenomenon as well as it drives and legitimates the rising academic interest in the topic. In consequence, the need for an overview of extant literature, the identification of prevalent patterns within extant contributions, a suitable theoretical foundation, and a structure guiding future academic research in the field becomes obvious [26].

This research proposes a practical framework that takes the competitive advantage of enterprises as a new point of view of investing in business model innovation. It aims to explore the research of enterprises obtaining competitive advantages through the use of a new perspective of innovative 3-tier business models, and then promote the structure analyze (Fig.2), and exploring the framework logic is that by identifying values that are not covered by current business models and then translating new understandings of current businesses into value opportunities, new business models with higher sustainable value can be brought about, making it easier to innovate business models with sustainable competitive advantage.

The logic of the framework is: by identifying the value that is not included in the current business model, and then transforming the new understanding of the current business into value opportunities, new business models with higher sustainable value can be brought about, and sustainable competitive advantages can be achieved more easily the business model innovation. This research conducted the literature analysis of the management system described above, derived the theoretical background of the research, and proposed a case study (Bishui Bay Hot Springs Resort) that satisfies the normative requirements of the three-tier business model, highlighting the Internet electronic tourism service industry, Research trajectories and topics in this context. Finally, we outline the research agenda through some guiding topics.

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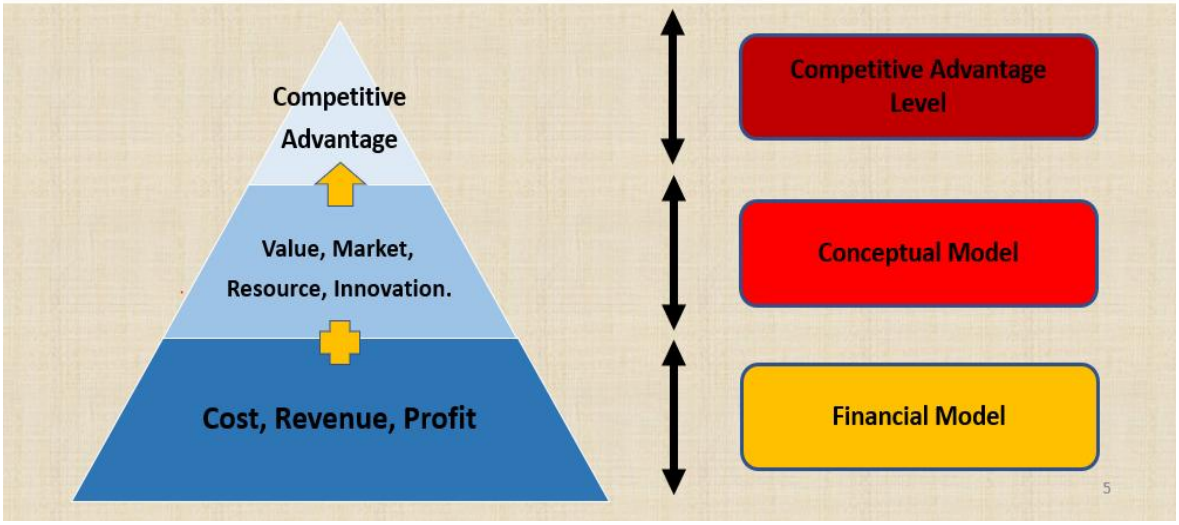

Fig. 2: The Architecture Diagram to 3-tier Business Model

THE INNOVATIVE 3-TIER BUSINESS MODEL[24]

This chapter introduces a brand-new framework, through the existing second-order business model (Huarng, 2013) that defines all the key components of the business model based on the conceptual analysis view to form and realize the level of competitive advantage, which is the third of the third-order business model Layer to build an innovative three-tier business model (Kuo, 2019), as shown in Fig.3. This article attempts to bridge the theoretical gap in the study of competitive advantage of business models, combining the above-mentioned 2-tier business model with the level of competitive advantage, and integrating this innovative 3-tier business model (competitive advantage level, conceptual model &four elements, financial model& three elements), its purpose is to establish an effective business model formulation framework for the company. The framework will be applied to show how the framework enables entrepreneurs and managers to imagine the dynamics of business model innovation, and assist companies to strengthen strategic conceptual thinking Ability to improve operational financial performance to ensure the quality of strategic decision-making, thereby establishing a sustainable corporate competitive advantage.

Based on the above review of the widely ramified literature, we would propose a generic business model, as in Fig.3, that includes the following causally related components and corresponding examples, starting at the conceptual model level: (1) innovation, (2) resource, (3) value, (4) market. Based on the research summary of the above-mentioned scholars, this study defines "competitive advantage" as: when an enterprise can use its competitive strategy and asset and skill advantages, in a way that other enterprises cannot replicate, in its business areas and models, to obtain more profits and performance than other competitors, and can create value for customers, that is, the competitive advantage of the enterprise.

Driven by global competition and customer demand, more and more industries and organizations are looking for new business models to strengthen and sustain their competitive advantage in order to continue to grow. "The competitiveness of an enterprise arises from its unique and superior competitive advantage, which allows it to generate a higher market share or profit margin relative to its competitors." The key to the survival and development of an enterprise is whether it has a competitive advantage, which is also the most important concern of business operators.

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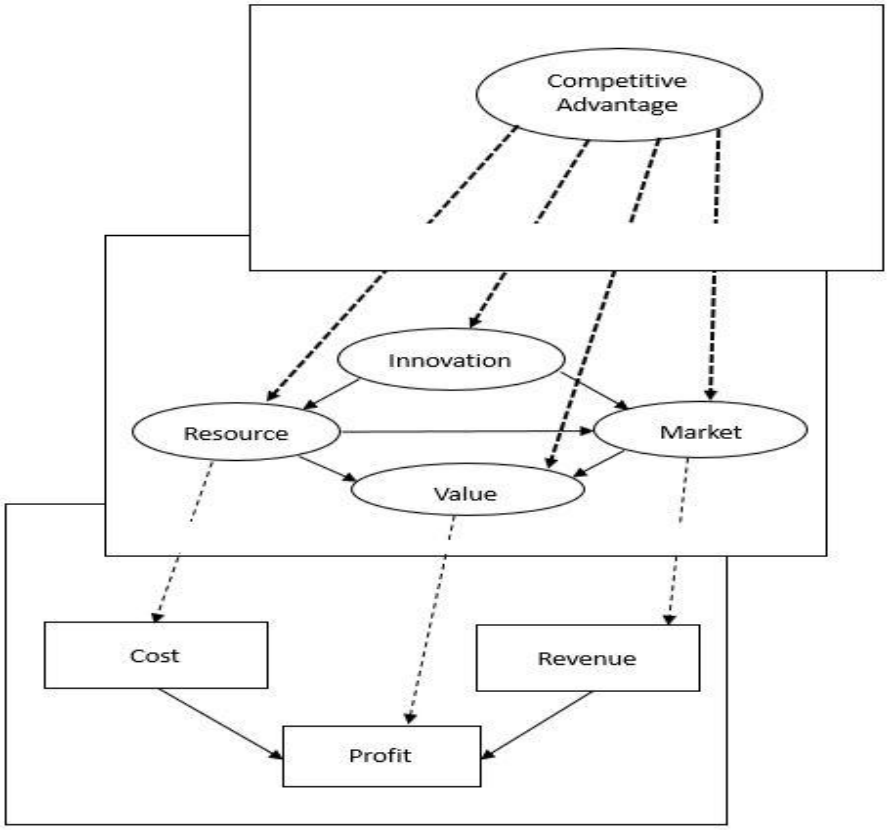

Fig. 3: The Innovative 3-tier Business Model

Competitive advantage

Aaker[17] believes that competitive advantage is an asset or technology field in which a company has a superior position over its competitors, and proposed that sustainable competitive advantage must meet three conditions: (1) Have the key success factors for the market; (2) Have the advantage of being able to withstand environmental shocks and attacks from competitors; (3) Have favorable conditions to withstand environmental impacts and opponents' attacks. Porter[18] pointed out that competitive advantage refers to the long-term, unique and superior competitive position that a company has compared to its competitors. Porter suggests that performance of a firm in competitive environment is due to its unmatched competitive advantage in that particular environment. He suggested three distinct strategies for gaining competitive advantage namely low cost, differentiation advantage and a successful focus strategy. He defines competitive advantage as the heart of the company's performance in a competitive market [19].[20] believes that competitive advantage is that a company adopts a competitive strategy different from that of its opponent to implement a better value creation process, or adopts the same competitive strategy as its opponent but has better execution efficiency.

Scholars point out that the competitive advantage of studying business models is to analyze the interactions between the various components of business models ([21],[22], [23],[7]).Analyzing the interaction between multiple components in a business model is key to studying the competitive advantage of a business model, such as [23]. It is pointed out that the key to designing a business model is to combine relationships between components, and that the complex mechanisms of this combination relationship have policy specificity that

makes competitors less likely to imitate. Identifying barrier mechanisms from the interactions of business models to prevent competitor imitation is a source of competitive advantage [7].

1. Competitive Advantage & Innovation

In the 21st century, innovation is the main driving force of economic growth, and has become a key factor affecting the competitiveness of enterprises, and in order to maintain enterprise growth and competitive advantage, innovation will be an important issue.

The term "innovation" originated from the concept put forward by the classical Austrian economist [27], who believed that corporate innovation would create a competitive advantage, but that it would disappear due to competition and imitation, so continuous innovation was the foundation of profit creation. "Innovation" is an economic process of establishing a new production function that rearranges the original factors of production into new modes of production in order to improve efficiency and reduce costs. Thus, through imagination to continuously improve product or service innovation, enterprises can increase their competitive opportunities in the marketplace [28] and enhance or create their competitive advantage in the industry [29].

The results show that no matter what type of product innovation, there is a positive impact on organizational performance If it can stimulate the creation of radical product innovation, can create new product lines through new products or new technology street, but also strengthen the competitive advantage of the organization, become the root of the competitive advantage of the organization.

For example, as a global innovation company, 3M claims that innovation is in its DNA. Innovation is in the essence of 3M's strategy, culture, operations, and organizational structures and practices. 3M's innovation culture is team based and collaborative. Customers, suppliers, and other stakeholders are innovation partners. Intellectual property rights and patent protection are important to 3M's successful innovation strategy. The ability to change and successfully engage with new distributors and suppliers and to bring products to multiple markets is crucial to 3M's success [29]. According to the above, 3M has always used innovative products as a means to dominate the market, but the actual operation aimof improving the differentiation, can significantly lead the competition, increase profitability.3M's innovative strategy is a successful case that is bound to attract many imitating followers. But will these imitators replicate successfully? An in-depth analysis of its strategic content and operating environment conditions is still required, but in any case, its effect is unlikely to exceed 3M, which is consistent with the competitive advantage under Porter's differentiated strategy because its strategy is highly innovative and has given it a first advantage.

2. Competitive Advantage & Resource

In a 1984 paper by Wernerfelt, a strategist, "The Enterprise Resource-Based View of The Firm", resources are clearly defined as the basis for competitive advantage in the area of business strategy. Competitive advantage refers to the efficient use of resources and higher performance than competitors, so the resources that an enterprise has are the basis of competitive advantage, and through the leverage of resources to maximize the value, but also to maximize the advantages of resources, enterprises can be in the fierce market competition [31]. Barney [20] points out that "resources" are the most fundamental element of an organization, a source of organizational growth and competitive advantage, and resources are a factor owned or controlled by the company, and the ability is the driving force for the company to deploy these resources [32]. Hall [33] states that resources can determine a company's competitive advantage and divide core resources into assets and competency, depending on differences in competency between competitors. Where the difference of ability is determined by several aspects, and the difference in ability between enterprises is formed.

In addition to the opportunities and threats of the external environment, unique resources within the enterprise, including tangible assets, intangible assets, organizational capabilities and individual capabilities, and the competitive advantage ability developed and maintained, are key factors for the success of the enterprise[34]. These internal core resources refer to important assets and capabilities that can fulfill the mission of the enterprise, improve the efficiency and effectiveness of the enterprise, adjust the changes in the organizational environment, and have an important relationship with the organization's decision-making and behavior.

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Therefore, scholars of resource-based theory believe that resources are the main source of competitive advantage. According to resource-based theory, companies with valuable, rare, incompletely imitatable, and immediotic resources gain a competitive advantage because of the heterogeneity of these resource distributions and their imperfect mobility [20]

When an enterprise develops and executes a strategy, it can develop a sustainable competitive advantage if it can effectively utilize the unique resources, capabilities and core competency it has, and the competitive advantage and the differences in business performance between enterprises are closely related to the resources owned by enterprises and how they manage resources.

For example, take the introduction of Toyota TOYOTA vehicles in Japan Lexus into the premium car market as an example: since the 1970s, Japan's TOYOTA car manufacturers began to show high-quality and low-cost competitive advantage in the international automotive market, and in the conditions of various tangible, intangible resources, relying on the accumulation, creation of knowledge, and make good use of knowledge, Compete with a strong competitor. Toyota has not only continued to strengthen these capability assets, and further broke through the division of its original product line into the premium vehicle market. This means that its product design and manufacturing capabilities have improved, breaking the mobility barrier and competing directly with the world's top car leaders [28]. This is a distinct case, from the enterprise resources of organizational knowledge management, strategic management ability, to build an effective differentiation competitive advantage. This is consistent with Porter's competitive advantage in advocating differentiation strategies

3. Competitive Advantage & Value

The motivation for this section is primarily to explore the core issues of how companies can create customer value, become market leaders, and compete more successfully in new economic activities. In recent years, under the guidance of marketing to meet customer demand, the relationship marketing approach advocating long-term relationship with customers has also shifted from quality and customer satisfaction to emphasizing the value-conscious approach identified by customers[35], so the role of customer value in consumer behavior is worth paying attention to. The business model is also a system of interdependent value activities that allow companies to transcend regional vendors and expand their boundaries, describe the interactions between businesses and customers, partners, and suppliers, and enable businesses to create value while sharing value benefits ([36], [37])。

Wood[38] points out that customer value will become a source of competitive advantage in the twenty-first century over time and in the environment. It is still worth discussing and studying the extraction and measurement of value attribute to advocate the value creation of organizational development. They found that many companies successfully manage an organization's operational performance through customer value. Information is not just about whether an organization needs customer value as the basis for its competitive advantage, but about further enhancing how it creates and manages customer value.

For example, Friulintagli specializes in the production of paper and veneer wrapped profiles and doors, furniture elements and flat-packed furniture, as an artisan furniture manufacturer, in the development and production of large quantities of low-cost products for mass retailers. Friulintagli’s green strategy was initially a response to the requests of one of its customers, IKEA, which was concerned with increasing the environmental performance, but it is now becoming more ‘proactive’. Its willingness to take on the sustainability challenge reinforced its competitiveness with respect to Asian producers, such as the use of cheaper raw materials, the purchase of new equipment that is more common on the market, and the use of lower labour costs. IKEA has continued to increase its supply from Friulintagli, and business with IKEA now represent up to 70% of its total turnover and has motivated much of the recent growth of the company. And the efficiency improvement that comes with the expansion of the scale of operation is finally reflected in the reduction of unit cost, which is the low cost strategy that conforms to Porter's competitive advantage axis.

4. Competitive Advantage & Market

Scholars such as [39]& [40]have been widely used to illustrate the importance of market-oriented behavior in

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maintaining competitive advantage and to fully mediate the impact of market orientation on corporate performance, while demonstrating its different strategic roles in competitive advantage, thereby clarifying the mechanisms by which market orientation affects corporate performance. If we can target the right markets and innovate the right way, it can also naturally lead to sustainable competitive advantage.

In recent years, some studies have confirmed the strategic importance of market orientation. Market orientation is defined as "organization-wide generation of market intelligence related to current and future customer needs, cross-sectoral dissemination of intelligence, and organization-wide response to market intelligence" [39]. In this series of studies, by constantly obtaining information about customers and competition and sharing it within the organization, we use a systematic approach to explore market-oriented companies for superior performance, and the market works with other tangible and intangible resources to explain the company's superior

For example, in the 1970s, Xerox set up its own operations in the U.S. market, responsible for operations, maintenance, but when Japanese copier manufacturers entered the U.S. market, they could not have enough money to build their own business network. So taking a dealer approach, while profits must be shared with middlemen, but also save a lot of money costs. Companies must translate all the changes that have taken place in the broader market into their own strengths, they must analyze the buyers and distributors entering the market, bring new concepts and practices into the management team, and maintain close contact with the research and development department. This broadest form of product creates competitive advantage for the enterprise, takes advantage of the emergence of market opportunities, the market can be generated by experienced managers in the company, can also work with existing distributors to take advantage of emerging market opportunities, so that the existing product path diversification, expand current supplier activities, through continuous improvement, to develop the competitive advantage gained in the market can be maintained. This task is translated into customer solutions through supply chain management processes, including overall tangible and intangible inputs, as well as efficient outputs [41].

As sales of goods grow, professional path members appear because of the size of the economy, and the products/services offered by the firm differ from the features or characteristics offered by other competitors, and these differences are valuable to customers, which we call differentiation [42]. This is also consistent with the differentiation in Porter's competing advantage spindle.

CASE STUDY

Guangzhou Bishui Bay Hot Springs Resort is a hotel with revenue of more than 100 million for 7 consecutive years in China, and continues to create miracles. A hotel that receives more than 4,000 handwritten letters of praise in a year has moved customers. A high service rating, 101 consecutive months ranked the first hotel in Guangdong. A hotel with a salary level does not have an absolute advantage, but the turnover rate is only 2%. An online customer recommends staying up to 99%, and nearly 80% of the daily customers are repeat customers.

No matter how the industry ups and downs, the wind and waves, 17 years as a day, always with a profound corporate culture and family service system, adhere to the "customer satisfaction as the center, brand management, service win" business philosophy, showing excellent service quality and business performance. Especially in recent years, the hotel industry as a whole encountered the situation of the reverse market, Bishui Bay Resort more than a decade ago hardware, the average room price of 781 yuan and RevPAR490 yuan for many years in a row higher than the national five-star hotel average. The reason why Bishui Bay Resort can pick up the storm in the industry, the formation of the "Bishui Bay phenomenon", the core lies in the success of corporate culture construction and innovation, fine control concept and integration system management implementation. At the same time, invest in the construction of energy-saving control system platform, pay attention to the full awareness of energy-saving and consumption-saving training, while stinging to create a " BishuiBay" intelligent system, and ultimately greatly reduce the hotel's annual energy consumption, this successfully measures to reduce consumption is almost once and for all, and to achieve the hotel customer's intelligent service experience.

More worth mentioning is the front and rear platform quality homogenization management system, this management practice makes the operation of the positions more based on the basis, material equipment more

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scientific and reasonable, health quality greatly improved, effectively improve the efficiency, improve the utilization rate of materials, save inventory space, reduce the cost of expenditure, improve the overall benefits of the hotel.

In this case, the resort's operations present competitive advantage and are fully in line with the three unique competitive advantage strategies proposed by Porter, namely, low cost, differentiation and successful focus strategy.

In 2019, the trend of market demand growth is expected to slow down in an environment of volatile international trade and downward pressure on the economy. As a result, hotel managers face more daunting challenges to improve hotel performance.

How to keep the hotel's existing loyal customers and continue to develop new customers? In addition to meeting the needs of standardized accommodation services, how to avoid homogenizing customer experience from multiple dimensions such as products, services, processes, personnel, systems, etc., remodeling the customer experience system with the "people-process-management" model, improving hotel quality management in an all-round way, providing guests with more abundant and unique services, more and more hotels have been "the Accommodation experience "as a market-breaking power point! To enhance "word-of-mouth marketing" and "customer loyalty" through high-quality "experience", increase duplication of consumption and hotel bonding, so as to bring word-of-mouth and benefits to the hotel's double harvest has become a new topic of increasing importance to the hotel!

CONCLUSION

Up to the present time, unprecedented pace of technological innovation has created a business environment that is more complex and turbulent than ever. Such characteristics severely impede traditional sources of competitive advantage and favor flexibility and speed, which, in turn, demand new forms of organizing value creation. Thus, although technology innovation as such is critical to meeting the demands of today's complicated markets, it must be accompanied by Business Model Innovation to allow firms to compete successfully. The influence of business model on business competitive advantage comes from four main aspects: (1) A good business model is a competitive advantage in itself; (2) Through the choice of model surface, enterprises can design the most value-creating methods for customers, and thus create value for enterprises; (3) The choice of mode interacts with the resource allocation matter, and (4) The business model should be the best method of resource utilization in the scope of enterprise management.

There is no doubt that the motivation for the development and refinement of the competitive advantage dimension in this study is the actual use of the term, which managers see as a more appropriate strategy for the firm to develop." "Furthermore, unless there is no classification framework for competitive advantage, this is only a theoretical concept, and it is less convincing for managers to use it to develop strategies." "Thus, superior economic performance is not the result of any single source, strategy, capacity and condition, but of synergies under all these mergers." "The concept of competitive advantage is critical to economic performance, and managers must be fully aware of all the factors and conditions that have created competitive advantage for the firm in the past, present and future, and must be aware that no single strategy, capability or resource can guarantee its competitive advantage." "To design a clear strategic path that enables firm managers to produce superior economic performance, key components must be sought for the highest share of economic performance in the organization.

This paper provides enterprises with a classification structure of innovative third-order business models to determine the source of competitive advantage. It helps managers, for example, develop a checklist to gain and maintain a competitive advantage. Basic taxonation is based on a conceptual mindset and on the common logic on which all companies operate. However, we do not claim that these classifications are final and cannot be added further or even to the proposed classification. As such, these classifications are simply instructional checklists, just as patients use physical checklists in hospitals. "For managers, this classification framework helps identify the main sources of competitive advantage associated with the firm." "Through this classification, managers will be able to develop competitive strategies based on their own resource conditions in order to gain a sustainable competitive advantage, which is the ultimate goal of management." And business models do not

exist in isolation, but complex networks that fluctuate with the ecosystem environment in which the enterprise is located. To pass this rigorous challenge, it is necessary not only to gain a thorough understanding of the thinking structure of the enterprise itself and the current business model, but also to fully recognize and satisfy the interactive role played by the different factors of the enterprise's shareholders and various stakeholders (e.g. customers, shareholders, supervisors, employees and their families, product supply chains, communities, the environment, and non-profit organizations).

Today, business models have become a new way to innovate, strategy, and even innovate themselves. The relationship between business model and innovation and strategy has produced new concepts such as business model innovation, strategic business model and strategic business model innovation. This study analyzes business models, innovations and strategies from a holistic approach. It provides a self-assessment tool to help companies improve their business activities or update their current business models. This study puts forward conceptual insights to further develop the concept of business model innovation and guide its practical application. However, empirical research is necessary to validate the framework, and further research, quantitative and qualitative analytical studies are needed to validate and better understand the strategic business model innovation process.

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